



miami-dade county

COMMISSION FOR ACCREDITATION OF PARK & RECREATION AGENCIES 2010 APPLICATION

park and recreation



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# **1.0 Agency Authority, Role and Responsibility**

## **1.1 Source of Authority\***

***Standard:*** The source of authority of, and powers for, the public recreation and park managing authority shall be clearly set forth by legal document.

Miami-Dade County is a home rule charter subdivision of the State of Florida. MDPR is an administrative agency specified by the Charter of Miami-Dade County and whose authority flows through the County Mayor to and from the Board of County Commissioners. Chapter 2, Article X, Section 2-85 and 2-86, of the Code of Miami-Dade County establishes many of the duties, responsibilities, and constraints for Miami-Dade Parks. Article 7 of the Miami-Dade County Charter establishes policy for Parks, Aquatic Preserves, and Preservation of Land, (See also 7.3). Chapter 25B, Article II, establishes standards for acceptance of conveyances used for scenic outdoor recreational or park purposes or covenants not to use land for other than such purposes. Chapter 26 of the Code relates specifically to Miami-Dade Parks Rules and Regulations. Available for review are the Constitution of the State of Florida, Article VIII, Section 11; Home Rule Charter for Miami-Dade County, Articles 1, 3, 4, 6; Code of Miami-Dade County, Ch. 1, 2, 25B and 26.

### **1.1.1 Public Authority/Policy Body**

***Standard:*** The organizational authority structure should provide for one public authority responsible for policy-making functions.

The Board of County Commissioners is the sole legislative and governing body of the County with the authority to set policy. The Board of County Commissioners is comprised of thirteen (13) individuals elected by district. The Mayor is elected at large and does not serve as a member of the Commission. The Board of County Commissioners selects one of its members by majority vote to be Chairperson and carry out many of the duties normally associated with the office of mayor. A simple majority also selects a Vice Chairperson. The Mayor appoints the County Manager who is the highest-ranking administrative officer of the County and who, in turn, appoints Department Directors (See Home Rule Charter, Article 1). A copy of the organizational chart of Miami-Dade County is attached.

The Board of County Commissioners relies on a system of seven (7) standing committees, the members of which along with the committee chair and vice-chair may be appointed by the Chairperson of the Board of County Commissioners, (See Home Rule Charter, Article 1, Section 1.08 and Chapter 2, Rule 4.01 of the Code of Miami-Dade County). With few exceptions, committees meet monthly to review and pass along recommendations on all legislative items before they appear on the agenda of the Board of County Commissioners. The standing committee known as the "Recreation, Culture and Tourism Committee", is responsible for hearing all Commission issues related to the Park and Recreation Department. The committee is comprised of six members of the Board of County Commissioners who serve for two-year terms each. The Committee also initiates review of any item of interest within its sphere of responsibility.



(See County Code Chapter 2, Sec. 2-1, Rule 2.01 (a.)(2) and Rule 4.01 as additional items for review as part of Sec. 1.1.1)

### **1.1.2 Citizen Advisory Boards/Committees**

***Standard:*** There should be citizen advisory boards/committees.

In 1994, the Board created a "Parks and Recreation Citizens Advisory Committee" which is made up of 27 members, 26 of which are appointed by the Board of County Commissioners. One additional member is the chairperson of the Intergovernmental, Recreation and Cultural Affairs Committee. Each member serves conterminously with his or her appointing Commissioner. This advisory committee provides nonbinding recommendations to the Board of County Commissioners and the Department. The Miami-Dade Parks Director is the Executive Secretary of this advisory board, (See attached Ordinance 94-115). The Citizens Advisory Committee meets approximately monthly as called by the Committee Chairman.

Miami-Dade Parks is also responsive to, and participates with a number of local boards, councils and groups established for a local region, or formed around specific issues. A partial listing with a representative example cited would include:

#### **Foundations and Charitable Organizations**

Parks Foundation Inc.  
The Zoological Society of Florida  
Deering Estate Foundation, Inc.  
Leisure Access Foundation, Inc.  
Fairchild Tropical Botanic Foundation, Inc.  
South Dade Garden Club, Inc.  
Redland Evening Herb Society, Inc.  
Tropical Fruit and Vegetable Society of the Redland, Inc.

#### **Homeowners' Associations**

Kendale Lakes Landscape and Maintenance Special Taxing District Advisory Board  
Chambers of Commerce - Greater Miami Chamber of Commerce  
Hotel/Motel/Restaurant Associations - Greater Miami and the Beaches Hotel Association  
Tourist Boards and Associations - Greater Miami Convention and Visitors Board  
Sports Advisory Groups - Miami-Dade Sports Commission  
Neighborhood/Regional Study Groups - South Florida Regional Planning Council  
Animal Rights Groups - Humane Society of Greater Miami  
Conservation Organizations - Historic Preservation Board  
Fair/Festival Associations - Miami-Dade County Fair and Exposition  
Community Service Organizations - The Children's Trust of Miami-Dade County

#### **Oversight Boards**

Metrozoo Oversight Board and the  
Safe Neighborhood Parks Citizen's Oversight Committee  
School Board - Dade County Public Schools  
Planning & Zoning Boards - Community Councils



### **1.1.3 Responsibilities of Approving Authority, Chief Administrator, and Staff**

**Standard:** There should be established guidelines defining the delineation of responsibilities for the policy-making functions of the approving authority and the administrative functions of the chief administrator and staff.

The policy making function is vested in the Board of County Commissioners and administered by the County Mayor through the County Manager. Spending authority is approved annually through a Budget Ordinance which establishes spending limits and revenue projections. Approval authority for contract is specifically granted to the Mayor or his designee through Resolution approved by the Board of County Commissioners. Delegated authority for procurement is documented in Administrative Order 3-38 and provides for approval authority at various levels of the organization based on dollar amount thresholds. A Table of Organization is available for review.

### **1.2 Jurisdiction**

**Standard:** The specific geographical boundaries of the agency's jurisdiction should be set forth by geographical description and map.

Miami-Dade Parks has responsibilities countywide, within Miami-Dade County's 2,054 square miles (roughly 40 miles by 51 miles). Miami-Dade Parks provides regional, metropolitan and special function type park services countywide and municipal type park services in the unincorporated area. There are presently (35) municipalities within Miami-Dade County including the unincorporated area, which is considered a municipality. The unincorporated area (UMSA) is the largest municipality in both area and population in the County. Maps detailing all park properties are available for review in the office of the Department's Property Management Section of the Planning and Research Division.

### **1.3 Mission<sup>\*</sup>**

**Standard:** There shall be an established mission statement, which defines the direction and purpose of the Agency.

The mission of Miami-Dade Parks is prominently displayed at all Park and Recreation facility offices and as officially adopted is: "We create outstanding recreational, natural, and cultural experiences to enrich you and to enhance our community for this and future generations."

The County Vision is "Delivering Excellence Everyday"

A broader and more encompassing vision and core values statement of the MDPR Vision is: "Miami Dade Park and Recreation will be a national model for park and recreation systems embracing innovation, professionalism and sustainability while enhancing the quality of life for our community and visitors."



## Core Values

**Outstanding Customer Service** – Miami-Dade Park and Recreation provides outstanding customer service exemplified by a professional, effective, efficient, considerate and friendly attitude towards our community, visitors and co-workers.

**Enthusiastic Attitude and Teamwork** – Miami-Dade Park and Recreation works as a team based on respect for our co-workers, our community and our environment. Teamwork embodies loyalty to the Department's mission, core values and goals in order to deliver outstanding parks and programs.

**Accountability and Integrity** – Miami-Dade Park and Recreation is responsive to the community we serve by building public trust and confidence. We provide dependable, consistent and quality facilities and programs.

**Creativity and Innovation** – Miami-Dade Park and Recreation fosters and supports innovative, dynamic and creative solutions, programs and projects placing the Department as a leader in our profession.

**Stewardship** – Miami-Dade Park and Recreation is a responsible and committed steward of the community's physical, natural and cultural resources creating a legacy for this and future generations.

**Inclusiveness and Accessibility** – Miami-Dade Park and Recreation provides parks, facilities and programs that are inclusive of the diverse residents of our community and are accessible to those with disabilities.

**Leadership and Professional Development** – Miami-Dade Park and Recreation fosters and supports life-long professional development, training and mentorship by providing education and professional development opportunities, which demonstrate best management, technical and leadership practices.

**Excellence** – Miami-Dade Park and Recreation fosters and supports excellence and professionalism in carrying out our mission, vision and goals for the delivery of outstanding parks, programs and facilities.

## County Strategic Plan

The County Strategic Plan was adopted in June 2003, as a five-year planning process to provide a methodology to achieve a consensus of community wants and needs for the future. It is now in the process of being updated. The Recreation and Culture Component is the part of the Strategic Plan that pertains to the Parks Department. The goals of this component are:

"Establish easily accessible, diverse and enjoyable programs, services, places and facilities to meet our community's unique and growing needs"

"Secure and invest additional public and private resources to improve and expand programs, services and facilities"



"Increase participation in and awareness of programs, services and facilities"

"Develop lifelong learning and professional development opportunities through education, outreach and training partnerships"

### **1.3.1 Agency Goals and Objectives\***

***Standard:*** There shall be established, measurable goals and objectives for the agency and for each organizational component within the agency. Such goals and objectives shall be directed toward accomplishing the agency mission, be reviewed annually, and distributed to all appropriate personnel.

Each division of the Department maintains a statement of goals and objectives, which are utilized to formulate Department-wide management direction, consistent with the Department mission, vision and core values. The Department's goals are directly related to the Department Business Plan and the County's overall Strategic Plan. These documents will be available at the time of team visitation.

### **1.3.2 Personnel Involvement**

***Standard:*** There should be a process for acquiring and considering input from the various personnel levels within the agency in the development of agency goals and objectives.

The opportunity for Department employees to express their opinion about their personal development, organization policy and procedures, the value of others or to put forward suggestions for improvement permeates throughout every level of the Department structure. There are established formal channels of communication in terms of evaluation and performance as well as informal and semi-structured opportunities to hear and be heard. Regularly calendared meetings at the Director's level (weekly), senior staff level (monthly); division (weekly), periodic supervisor's meetings, and unit level meetings are the primary vehicle for communicating ideas and information across the Department. The Department also establishes standing and ad hoc committees to review, recommend and monitor specific activities or functions within the Department. Some examples of standing committees are: the Recreation Committee, Inclusion Team, Marina Committee, Golf Committee and Capital Improvement review meetings (See also 6.3). When necessary, various functional groups or divisions have established ad hoc groups to discuss and develop specific issues. Examples of recent ad hoc committees are: Recreation Management System Implementation Board, the Governor's Sterling Award Application Committee and the Sterling Showcase Committee and several committees established to review operations and maintenance issues, procedures and standards in parks. The Department also provides staff the opportunity to recognize and appreciate fellow staff members and supervisors for their outstanding leadership through the Employee and Supervisor of the Quarter Programs. The Employee Suggestion Program and the Director's Open Door Policy are also avenues of communication available to all employees.



## **1.4 Policies, Rules and Regulations, and Operational Procedures**

***Standard:*** A distinction should be made among policies, rules and regulations, and operational procedures and how each is developed and implemented within the agency.

The process for formulating policy is established in the Charter of Miami-Dade County. A Citizen's Bill of Rights, in the Preamble to the Charter, establishes the individuals' right to review County policy. The process of formulating policy is found in the documents referenced in Sections 1.1.1 and 1.2.

Policy is established by the Board of County Commissioners for all Departments within the County. Those policies are codified in the Code of Miami-Dade County. The Code provides that the County Manager may promulgate administrative orders, rules and regulations and operating procedures. The Board of County Commissioners may amend such administrative orders, rules and regulations and operating procedures. Recommendations for changes to policy are reviewed and recommended by the Recreation, Culture and Tourism Committee to the full Board of County Commissioners for final action. Under certain circumstances changes to policy may also be reviewed by the Citizens Advisory Committee prior to official Board Action.

The County's Comprehensive Development Master Plan's Recreational Open Space Element establishes policies related to development of parks and open spaces. The Department's Open Space Master Plan is a national model for development of a sustainable and accessible park system.

Procedures for implementing policies are found in the Miami-Dade Procedures Manual and further detailed in the Miami-Dade Parks Manual of Operating Procedures. Copies of the Code, the Administrative Orders, Miami-Dade Administrative Procedures Manual and the Miami-Dade Parks Manual of Operating Procedures are available for review.

### **1.4.1 Policy Manual\***

***Standard:*** There shall be a manual setting forth the agency policies, which is kept up-to-date, reviewed systematically, at least every five years, by the administration, and made available to pertinent administrative and supervisory personnel.

The Charter and Code of Miami-Dade County, Chapter 2, Article X, establishes the basic policies for function, powers and duties of Miami-Dade Parks. As noted in 1.4.1 the County Manager has the authority to issue and place into effect Departmental rules, regulations and operating procedures. Countywide operating procedures are outlined in the Miami-Dade County Procedures Manual. There are two primary sources that guide the Parks Department procedure policy; Chapter 26, Park and Recreation Rules and Regulations of the Code, and the Parks Manual of Operating Procedures. From these various guidelines, several procedural manuals are prepared dealing with general operating procedures, personnel, maintenance and general operations, emergency preparedness, etc. The Parks Manual of Operating Procedures is continuously maintained, updated and amended to meet the changing needs of the Department by the Director's Office and undergoes review at least every two years or as circumstances or requirements change. Operating Procedures are maintained in the Parks virtual library which is located on the Parks Intra Web Site Information may also be found in the



County's Administrative Orders, and other parts of the Code that have an impact on a specific aspect of the operation function or responsibility of the Department. Two examples are; Regulation of Boats, Docks and Waterways, (Chapter 7 of the Code), and Environmental Protection, (Chapter 24 of the Code).

### **1.5 Agency Relationships\***

***Standard:*** There shall be an understanding of the roles of counterpart and complementary organizations through liaison roles with nearby park and recreation agencies, public and social service organizations, and other local government agencies.

Miami-Dade Parks maintains an ongoing cooperative network of formal and informal relationships with counterpart and complementary agencies both within and outside the community of Miami-Dade County. The Department currently maintains a working relationship with more than (37) Community Based Organizations that are being provided (59) programmatic grants and, (41) capital improvements grants for performing services within the parks system. As of October 2009, the Department had (40) active grants with (16) local, regional and national philanthropic, professional, business and governmental organizations as part of the Department's on-going effort to maintain and expand cooperative relationships in any area that will help enhance the provision of service by the Department. In addition to these kinds of agreements the Department also has agreements and Memoranda of Understanding (MOU) with other Departments. Representative examples are: A Sewer Connection MOU with the Department of Environmental Resource Management that establishes a priority schedule for getting parks connected to the county-wide sanitary sewer system; and the Marina MOU (attached) which is an agreement between the Department and the County for the operation and management of all county marinas as a revenue unit.

These relationships are paramount to the success of the Department's ability to provide effective and efficient park and recreation services to the community. Some examples of cooperative relationships include: active participation with the Parks Foundation, the South Florida Park Coalition, the Miami-Dade Sports Commission, Greater Miami Chamber of Commerce, Sports Council, the Leisure Access Foundation, the Parks Foundation, Inc., and the Deering Foundation. In addition, the Department has approximately (45) shared property and use agreements with the Dade County School Board initiated in 1961, the Greater Miami Service Corp, and land acquisition or lease agreements with State and Federal agencies. Examples will be available at time of visitation.



### **1.5.1 Operational Coordination and Cooperation Agreements**

***Standard:*** There should be established policies on cooperative use and maintenance of facilities and program operation, facility design, land development, finances, etc., with other agencies or organizations or individuals.

The Department has agreement with municipalities and other County agencies related to the adoption and implementation of the Open Space Master Plan, Program Partnership agreements with community based not for profit organizations providing programs on Department property and Park/School Agreements that provide structure for shared use of park and school recreational facilities. These agreements provide structure for long term shared issues and provide for systematic evaluation of services. Examples of these are available for review.



## 2.0 Planning

### 2.1 Overall Planning Function within Agency

**Standard:** The agency should have planning functions with established responsibilities, including at least one staff member or consultant with planning capability.

The MDPR Planning and Research Division staff includes several new employees with strong planning capabilities who have been added since the last re-accreditation in 2005.

Maria Nardi, Chief, Planning and Research Division: Under the careful direction and guidance of Ms. Nardi, the Miami-Dade County Park and Recreation Department updated the previous 1969 Open Space Master Plan with THE MIAMI-DADE COUNTY PARKS AND OPEN SPACE MASTER PLAN, hereinafter referred to as the "OSMP". Ms. Nardi's education and professional planning experience has broadened the Department's role in decisions for a more sustainable pattern of future growth and redevelopment.

Joe Webb, Planning Section Supervisor, is a Professional Landscape Architect with extensive, diverse experience in the planning, design and development of exterior environments. Joe has over twenty years of experience in both the public and private sectors, with experience in numerous park planning and design projects. Joe has significant experience in the development of parks and open space master plans with an emphasis on the integration of open space with transportation and urban form. Joe has worked with multiple communities to enable them to become more livable and sustainable through the development of effective open spaces and linkages.

In May 2009, MDPR Planning and Research Division filled the position Special Projects Administrator I with a new employee certified by the American institute of Certified Planners who has extensive public/private planning experience as described in detail in the curriculum vitae for John M. Bowers, AICP/RLA. The primary responsibilities of the position include implementation of the Miami-Dade County Parks and Open Space System Master Plan, approved by the Board of County Commissioners in February 2008. Other responsibilities include review of amendments to the Miami-Dade County Comprehensive Development Plan (CDMP), preparation of the 2010 Evaluation and Appraisal for the Recreation and Open Space Element of the CDMP, grant applications, representation in local and regional committees, public involvement, and coordination with other government agencies.

### 2.2 Involvement in Local Planning\*

**Standard:** The park and recreation agency shall be regularly involved in local planning (community, comprehensive planning, strategic planning, capital improvement planning) that will impact parks and recreation services within their jurisdiction.

MDPR is actively involved in local planning for unincorporated Miami-Dade County. The Planning and Research Division works closely with County Planning & Zoning (P&Z) and the Office of Strategic Business Management on an on-going basis. MDPR presents reviews for zoning, plan amendment and other development review applications before



the Local Planning Agency (LPA) and Board of County Commissioners (BCC) frequently in decisions on budgets, capital improvements, long range and short range planning decisions that impact open space and recreation plans. Additionally, MDPR teams with P&Z during their charrette process with local neighborhoods. The charrettes are small-area studies that seek to ensure that adequate public facilities, including parks, are available for Miami-Dade County communities.

Specifically, in the implementation of the OSMP, MDPR and P&Z were co-applicants in proposals for eight new amendments to the Recreation and Open Space Element of the CDMP. The new policies are proposed to implement the vision, guiding principles and goals of the OSMP. Miami-Dade County is currently preparing the Evaluation and Appraisal of the CDMP, which is required every seven years per Chapter 163 of the Florida Statutes. The EAR evaluates the progress in implementing the goals, objectives, policies, maps and text of the CDMP and recommends changes through EAR-based plan amendments, which are to be prepared and adopted within 18 months of a sufficiency review conducted by the Florida Department of Community Affairs. The Recreation and Open Space Element of the CDMP is the element most dedicated to park and recreation planning; however, other elements also impact the Department's plan. The Future Land Use Element establishes the amount and type of park development and recreational uses that may be allowed within Future Land Use Map categories. In addition, the Department refers to the Conservation, Aquifer Recharge and Drainage Element to assist in the protection of natural areas and preserves, and the Coastal Management Element provides guidance in the protection of and allowable recreational uses within parks along the Atlantic Ocean beaches and the coastal areas of Biscayne Bay. Further, the Department uses the Capital Improvements Element to annually update a list of its large-scale development projects and to identify and prioritize capital projects within a five-year planning timeline.

MDPR staff is involved in all phases of the Capital Plan and County budget process, the County's Strategic Plan; the General Plan process; as well as bond revenue programs. All of these guide the Department in developing new parks, ensuring improvements to existing parks, and providing recreational programming. Specific guiding plans include:

**Capital Plan:** The Department's Capital Plan, which includes funded and unfunded capital park projects, is included in the annual County Budget, which is approved by the Board of County Commissioners. The capital plan reflects the Department's recommendations for future land acquisitions and facility development. In addition, the capital plan is used to develop the Capital Improvements Element of the CDMP.

**County Strategic Plan:** This document includes a number of Departmental governing documents, including a mission statement, organizational description, staffing level recommendations, description of business and fiscal environments, a list of critical success factors, and the establishment of future Department goals. The business plan and budget for fiscal year 2009-2010, complements and enhances the County's Strategic Plan.

**Bond Programs:** The Department currently uses bond-related revenue to fund park capital projects.



Building Better Communities General Obligation Bond (BBC-GOB). In November 2004 the electorate of Miami-Dade County approved eight General Obligation Bond questions under the Building Better Communities Bond Program. MDPR presently manages 83 projects under the BBC-GOB program valued at \$428,735,000, including:

- 72 projects under the Park and Recreational Facilities question, valued at \$397,500,000
- 4 projects under the Cultural, Library and Multicultural Educational Facilities question, valued at \$15,000,000
- 2 projects under the Public Services Outreach and Facilities question, valued at \$10,500,000
- 4 projects under the Bridges, Public Infrastructure and Neighborhood Improvements question, valued at \$4,235,000
- 1 project under the Public Safety Facilities question, valued at \$1,500,000

The program is scheduled to be completed by Fiscal Year 2018/19.

Quality Neighborhood Improvement Program (QNIP). The Quality Neighborhood Improvement Program, a non-ad valorem bond program established to fund capital improvements in the Unincorporated Municipal Service Area (UMSA), has been funded for a total of six cycles, the most recent in 2008. Miami-Dade Park & Recreation Department presently manages or has completed projects with a total value of \$70,629,000. The improvements include, but were not limited to the development, upgrade and renovation of recreation centers; athletic fields; basketball, tennis and skate courts; playgrounds; walkways; and vita courses. The total funding includes an increase in funding under Programs I and II since 2003 of \$5,115,000 and new awards under Programs III through VI of \$20,456,000. The Department continues to propose projects for funding and is prepared to develop projects for funding under any subsequent bond issue.

### **2.3 Planning with Regional, State, Federal and Non-government Agencies**

***Standard:*** The public park and recreation Agency should have a working relationship with regional, state, and federal agencies as well as non-governmental service providers that impact the services within their jurisdiction.

The Department has cooperated with a number of governmental agencies to complete regional studies to further parks and recreation within Miami-Dade County and the surrounding region including the creation of the South Florida Parks Coalition and their Charter. The SFPC was an outcome of the OSMP and the understanding that partnerships will be required to effectuate the long range goals for a comprehensive open space system in South Florida. The Department has conducted regional partnership workshops to share information on projects and identify opportunities to make connections that leverage each others work.

Every two years, the Department holds a Great Parks Summit consisting of a meeting of the Mayors of each of the 35 municipalities and the County followed by a day-long workshop featuring national and local speakers to present current and provoking information on open space and recreation issues.



## 2.4 Comprehensive Plan\*

**Standard:** There shall be a comprehensive park and recreation system plan, which is basically an inventory of existing conditions and recommendations for future programs and services, acquisition and development of areas and facilities, and administration. The plan shall be officially adopted by the appropriate governing body, updated regularly, be linked with a capital improvement budget and a phased development.

In 2008, the Miami-Dade County Park and Recreation Department took the initiative to reposition ourselves as a model park system in the 21st century, instill a renewed sense of pride and enthusiasm among our citizens and further our standards of innovation and park excellence by preparing THE MIAMI-DADE COUNTY PARKS AND OPEN SPACE MASTER PLAN, hereinafter referred to as the "OSMP". Approved by the Board of County Commissioners in 2008, the OSMP established a vision for a seamless, sustainable parks and open space system to create a new, interconnected framework for growth; one that results in a more livable, sustainable community.

Consisting of existing and proposed parks, public spaces, natural and cultural places, greenways, trails and streets, the interconnected framework will form the foundation or "The String of Pearls" of the County to accommodate growth while also improving the quality of life for residents. The new framework will encourage the revitalization of neighborhoods; allow for the orderly redevelopment of existing land uses in response to changing markets and demographics; and ensure greater environmental protection. It will also improve the social fabric of the County, providing equitable access to parks and open spaces, and providing more opportunities for residents to meet, socialize and connect with one another.

The guiding principles of the OSMP (listed below), as well as the vision for a seamless, sustainable parks and open space system are proposed for incorporation as a new objective and related policies of the Recreation and Open Space Element as part of the April 2009 Cycle of Amendments to the Comprehensive Development Master Plan (CDMP). See Appendix 2-2. Upon adoption of the amendments, the entire OSMP will be included as part of the Data and Inventory of the county's CDMP. Implementation of the OSMP through the policies of the Recreation and Open Space Element, the CDMP, and the Sustainability Plan for Miami-Dade County is necessary to meet the present and future recreational needs for all residents and visitors. Each of the policies includes a time within which they shall be accomplished and several monitoring measures to be used to determine progress.

### Guiding Principles for the Parks and Open Space System:

Miami-Dade County has a great existing parks system which is recognized as a critical component in our community's quality of life. The following are guiding principles to create interconnected parks and open space system that is vital to the ecological, social and economic functions of Miami-Dade County.



## Guiding Principles

- Equity – Every resident should be able to enjoy the same quality of public facilities and services regardless of income, age, race, ability or geographic location.
- Access – Every resident should be able to safely and comfortably walk, bicycle, drive and/or ride transit from their home to work, school, parks, shopping, and community facilities.
- Beauty – Every public space, including streets, parks, plaza, and civic buildings, should be designed to be as aesthetically pleasing as possible, and to compliment the natural and cultural landscape.
- Multiple Benefits – Every single public action should generate multiple public benefits to maximize taxpayer dollars.
- Seamlessness – Every element of the County, including neighborhoods, parks, natural areas, streets, civic centers and commercial areas, should be connected without regard to jurisdiction.
- Sustainability – Every action and improvement of the Parks and Open Space System, including facilities, programs, operations and management, should contribute to the economic, social, and environmental prosperity of the County.

**GREAT PARKS** are for everyone, and should provide a diverse and balanced system of active and passive recreational opportunities. The County's Vision is that residents of every neighborhood, urban, suburban, rural, incorporated and unincorporated, have equal access to places to walk, to exercise, to socialize and to engage in a healthy, active lifestyle.

**GREAT PUBLIC SPACES** often define the great cities of the world. As Miami-Dade County develops more densely, there will be a need for great, attractive, usable public spaces that provide an opportunity for meaningful recreation experiences. These can be anything from neighborhood plazas to great waterfront vistas and promenades.

**GREAT NATURAL AND CULTURAL PLACES** can be celebrated in a system of Zones (clusters of Environmentally Endangered Lands and Cultural Resource Centers) that: provide a variety of education activities and programs; elevate the public's appreciation and understanding of the County's natural ecosystems and cultural amenities; engage the surrounding neighborhoods; and link the sites with the other elements of the open space system through streets, greenways, and water trails.

**GREAT GREENWAYS, TRAILS, AND WATER TRAILS** can form an interconnected system that: provides transportation alternatives and reduces traffic congestion; creates new recreational opportunities; increases property values; protects natural resources; and encourages tourism and business development. These trails strengthen connections across the County, from Broward to Monroe Counties, from the Atlantic Ocean to the Everglades.

**GREAT STREETS** can be created through the redevelopment of existing arterial and collector roads to: create urban form and identity; improve aesthetics; provide for



bicycle/pedestrian safety and comfort; and to improve the social, physical and economic environment for land uses along the corridors. To facilitate the creation of great streets, Miami-Dade County must move beyond vehicular performance-based street design and instead design streets that are defined by their role in the community. While all streets should have a minimum level of accessibility to all modes of transportation, not all streets require the same details.

### **2.4.1 Trends Analysis**

***Standard:*** There shall be a system in place to assess societal and local trends over time.

In late 2007, Lambert Advisory LLC, together with Department staff, prepared a Leisure Interest Survey. The survey was conducted from June 2008 through September 2008. It was designed to obtain recreation related information from 3,000 randomly selected households in Miami-Dade County. The intention and purpose of the Leisure Interest Survey was to:

- identify recreation and leisure interests that are favorites of residents;
- identify recreation and leisure interests that are least favorites;
- determine facility and program needs; and
- obtain residents' general evaluation of various aspects of county facilities and programs

Miami-Dade County is changing and the expressed recreational needs of the community are also changing. Many of the needs identified through the public opinion survey are indicative of urbanizing communities throughout Florida and the United States. People's lives today are very busy and they are less willing to commit to recreation activities that have a fixed schedule. The top ten recreational activities, as identified by frequency of participation, are all activities that someone can participate in without a fixed schedule. In comparing the results of the recent survey to those from previous years it is evident that these areas are all remaining very high or are growing continuously.

The increase in this type of "at will" recreation is consistent with trends across the country and is indicative of a greater societal shift toward greater emphasis on increased quality of life recreational activities and a decrease in purely competitive sports.

Specifically, the Needs Assessment yielded several trends with regard to facility and program needs. More details on the survey can be found in Section 4 Needs Assessment of the 2009 Recreation Program Plan, enclosed as Appendix 2-3. Following are several broadly categorized areas of need expressed through the process:

#### Running / Walking

More than three-quarters of survey respondents identified running and/or walking as an activity that they participated in; more than ninety (90) percent stated that it was an activity they participated in frequently (at least 3 times per week). Fitness related activities are becoming more and more popular across the country and while running and walking are activities that can be participated in almost anywhere (self-directed activity), a number of public and private recreation agencies are moving toward programmed facilities that provide these types of opportunities.



### Health, Wellness and Fitness

Almost half of Leisure Interest Survey respondents (47%) identified swimming as a recreation activity that they enjoy participating in; approximately forty-seven (47) percent stated that it was an activity they participated in frequently (at least 3 times per week). In addition, weight training (22%); aerobics/spinning (18%) and yoga/Pilates (8%) are all fitness related activities that are becoming more and more popular across the country; each identified by respondents as being activities that are participated in frequently (at least 86% participate at least 3 times per week).

### Teens

Several national and local trends point to the fact that teens the lifestyles and subsequent recreational needs of teens are changing. More teens and young adults are participating in non-sports related recreational activities. This trend is evidenced in the decline in participation in the sports development programs. This trend provides great opportunities to provide new activities and to target program marketing activities to this group to encourage their participation in life skill sports such as tennis and golf.

### Older Adults

Older adults are different from those of the last few generations. Today, older adults, as they reach retirement age, tend to be better educated than preceding generations and work longer and harder; view themselves as younger than they actually are; purchase more upscale goods and services than other age groups; tend to over-schedule themselves and seek to account for more hours of the day; are likely to volunteer their time than any other group; want to separate themselves from things that make them feel old; tend to prefer more individual activities than group events and prefer to socialize in small circles.

Significant impacts to participation in Department programs over the years can be directly linked to several specific factors including:

- Incorporation -In 2002-2003 the Department transferred eleven (11) programmed parks (Carol City; Bunche; Carol; Scott; Norwood; Myrtle Grove; Lake Lucerne; Vista Verde; Buccaneer; Brentwood; Rolling Oaks) to the City of Miami Gardens as a result of its incorporation. This led to a significant drop in participation numbers as evidenced in the graphics for Summer Camp; After-School; and Sports Development
- Fees - In 2008-2009 several factors can be linked to the decrease in program attendance. An "across the board" program fee increase for Summer Camp and After-School programs resulted in a drop in participation for both programs. In addition, the Sports Development program, historically free of charge, instituted a \$10 program fee which resulted in a significant drop in attendance.

### Key Findings:

- Thirty three (33) percent of respondents participate in nature walks, and people participate in this activity on an average more than once a week
- The median age for respondents who participate in arts and crafts is 38 years old



- Health and fitness activities are becoming more important
- People today are viewing participation in programmed health and fitness activities as recreation
- Walking clubs and/or programs that facilitate safe walking/running could provide community opportunities to engage neighborhoods, provide safety and target non-traditional park users
- Swimming and going to the beach are very important to Miami-Dade County residents, however much of the recreational swimming is at the beaches. The swimming pools however provide a critical part in teaching swimming and training lifeguards
- Current trends in teen lifestyles provide great opportunities for expanded programs and target marketing of life skill sports
- The concept of senior programs will need to be redefined based on the abilities and lifestyles of the current and future older populations
- 51.2 million Americans have some level of disability; eighteen percent (18%) of the population
- 32.5 million Americans are severely disabled; twelve percent (12%) of the population
- 4 million children 6-14 years of age have a disability; eleven percent (11%) of the population
- 1 in every 150 children born today is expected to have autism or a related disability
- Seventy-two percent (72%) of people 80 years or older are disabled; the highest percentage of any age group
- Twenty percent (20%) of females have some form of disability
- Seventeen percent (17%) of males have a disability
- 14.3 million Americans have limited cognitive functioning; a mental or emotional illness
- The number of disabled Veterans has jumped since 2001 by twenty-five percent (25%) to nearly 2.9 million
- Almost 600,000 of the 2.2 million residents of Miami-Dade County have some form of disability and according to national statistics; this number will only increase in the next several years



The Department will provide programs and services based on specific determinants; more specifically: conceptual foundations of play, recreation and leisure; constituents interests and needs; community opportunities; agency philosophy and goals; desired experiences (outcomes); and history of recreation program funding.

Today, the Department moves toward a new programming approach in an effort to provide more relevant and sustainable recreation activities, programs and services to the community it serves and the visitors of Miami Dade County.

The Department will adopt a "Benefits-Based Programming" approach developed and endorsed by the National Recreation and Parks Association. The approach is predicated on the idea that programmers take a developmental approach to developing recreation activities and programs. The premise is that though recreation experiences, the potential exists for addressing significant issues (social, economic, environmental) without changing the basic nature of the recreation experience.

Recreation activities from this point forward, will be planned, designed, and implemented to reach specific target markets and regardless of the provider, will be planned, designed and implemented with expectations or outcomes attached that meet the fundamental needs of the participant and/or target markets such as youth; adults; older adults; families; and the community as a whole.

Programs for children and young people will be designed to provide outcomes that are critical to their growth and development. Program outcomes will improve health, motor and social skills; provide opportunities to be successful; improved self-esteem and self-worth; creativity; increase awareness of cultural diversity of the community; enhance decision making skills; reduce loneliness and isolation; improve grades; productive alternatives that reduce self-destructive/anti-social behavior; improve leadership qualities; foster stewardship of our unique environment; and promote volunteerism.

Programs for older teens, adults and older adults will be designed to provide outcomes that are critical to their needs. Program outcomes will improved health, wellness and fitness; reduce stress; provide opportunities to be successful; promote social interactions; self-exploration; ethnic and cultural understanding; stewardship and volunteerism.

Programs for families and the community will be designed to provide outcomes that are critical to the family unit, the neighborhood and community. Program outcomes will provide opportunities for neighbors to interact; communicate; promote opportunities to connect families; provide alternatives to less productive activities; promote neighborhood and community involvement; create a sense of place; of neighborhood; of community; and opportunities that promote ethnic and cultural understanding and harmony.



## **2.4.2 Community Assessment**

**Standard:** A comprehensive community study based on population shifts and changing social and economic conditions shall be conducted regularly.

As discussed in more detail in Section 2 (Context) of the 2009 Recreation Program Plan, the County is a very large and diverse community. The information provided will be updated every 5 years. Differences in race, ethnicity, income, education and family composition are unevenly distributed across the County. Concentrations of distinct demographic types have been amalgamated in many residents' minds into informal community areas, i.e. "The Beach", the "Model Cities area", "South Dade", etc. These distinct areas allude to the need to approach the assessment and provision recreation services differentially across the county rather than a set of fixed services for the county as a whole. Additionally, these areas are not static and are in themselves evolving. This suggests the need for the Department to be flexible in adapting to changing lifestyles and recreational needs.

Key demographic elements that may have an impact on the provision of recreation services include:

- Whereas the absolute number of people migrating to Miami-Dade County continues to increase, the relative rate of growth is leveling off.
- Miami-Dade County is very racially and ethnically diverse and these populations are concentrated in distinct geographic areas. The predominant ethnic group is Hispanic and the County is home to the third largest Hispanic community in the United States.
- Recreation programming will need to be sensitive to the neighborhood it is serving.
- Age, education and income are also disproportionately distributed across the County with older, more educated, and wealthier populations concentrated along the coastal areas.
- Older adults are remaining healthier and more active. Assumptions about what constitutes a senior program will have to be challenged.
- Single family and female-headed households are more prevalent in Miami-Dade County than reported anywhere else in the country.
- Serving non-traditional families will be an increasing challenge.

## **2.4.3 Community Inventory**

**Standard:** There should be a compiled, complete and current inventory of all areas, facilities, programs and services that are used and/or managed by the agency.

The Department is a very large organization with a wide variety facilities and program service ranging from lifeguards to after-school programs. Facilities range in scale from large beach and marina operations to local parks in the unincorporated portions of the County, the sum value of which is in excess of \$20 billion. This high capital investment



precludes the County from simply abandoning certain areas or ceasing to provide some services for which a large community investment has been made. To this end, it is incumbent on the Department to develop business strategies that develop future markets for its major single purpose facilities such as golf courses and tennis centers. It is also important to build future facilities that are flexible in their programming opportunities and to find possible adaptive uses for existing facilities.

The Planning and Research Division along with Operating Regions of the Department maintains an inventory of programs, services, and physical resources. Through the use of Geographic Information System (GIS), the department is able to graphically document a variety of recreation facilities, those provided by the department as well as by municipalities and the Miami Dade County School Board. The asset database also enables staff to prepare timely reports regarding park and recreational facilities.

In calendar year 2002, at the direction of the Board of County Commissioners, the Planning and Research Division completed a Utilization Report that documented park facility utilization. The report involved an inventory of available facilities, particularly athletic fields and recreation centers, to determine level of utilization. The facility utilization database is continually updated with new facilities.

The Inventory and Analysis process shows that the County has a sufficient amount of land to provide services, however these facilities are not evenly distributed. The access analysis maps depict several gaps in which residents can not readily access a program within a reasonable travel distance.

Many of the large, county-wide facilities are based on a particular natural resource such as the beach or boat access points. Others are regional facilities that were acquired at the time of original development. The location of recreation services provided at these facilities is relatively fixed. The ability to add new park areas, especially in already developed portions of the County, will also be difficult and will need to be addressed at the time of redevelopment or through strategic acquisitions. The more probable solution to the problem of access may be through the identification of potential partner organizations already existing in those service delivery gap areas. Specifically, the inventory and analysis process suggests that:

- Access to recreation centers is satisfactory
- Access to after school programs is satisfactory
- Access to organized youth sports is excellent
- Major gaps exist in learn to swim program service areas
- Additional senior programs are needed
- Gaps in service for each type of program included in this analysis tend to be repetitive in certain areas. The Ives Estates, Norland, Goulds, Perrine, and Naranja areas are typically lacking in each type of recreational program offered.

Material available in evidence of compliance:

Section 3 (Inventory and Analysis) of the 2009 Recreation Program Plan;  
Gap Analysis



## 2.4.4 Needs Index

**Standard:** A needs index for determining priorities for development of services within the community should be established within the comprehensive plan.

As part of the April 2009 Plan Amendment Cycle, several amendments to the Recreation and Open Space Element of the Miami-Dade County Comprehensive Development Plan are proposed, including the following policies. A complete copy of the application for amendment is available for review. The amendments have been approved by the Planning Advisory Board and the Board of County Commissioners for transmittal to the Department of Community Affairs for review and comment. The schedule for adoption hearings is April 2010.

ROS-8A. By 2017, Miami-Dade County shall conduct a countywide evaluation of neighborhoods for access to recreation and open space areas, using the "Public Parks and Open Space Activity Criteria" and the neighborhood context planning approach as described in the *Miami-Dade Parks and Open Space System Master Plan*. The neighborhood evaluation shall consider the parks and open space needs of communities in the urban, suburban, rural and natural areas of the County, assure equitable access to recreation, open spaces, natural resources, and social/cultural venues, and facilitate neighborhood stability and redevelopment.

ROS-8B. By 2013, the County shall develop Level of Service (LOS) standards for parks and recreational open spaces that is intended to encourage equitable access to local (neighborhood) parks and open space as well as area-wide recreational activities for all County residents.

Recreation programming in Miami-Dade County has been traditionally developed on a county-wide basis and prescriptive as to the services provided. The County is too large and diverse to develop recreational programs universally for the entire County. As a result the Department is moving to a neighborhood-based approach to providing service to the community. The programs that are to be offered and the facilities that are developed to support those programs should be derivative of the community context that they are in. To this end, the Department is developing a more grass roots approach to targeting the core services provided in a particular neighborhood. The identification of needs will come through a process of community engagement which we refer to as Neighborhood Based Planning. This "process" approach seeks to provide a way for agencies to better identify the needs of a particular community through a systematic method of research and community involvement. The approach looks beyond the specific property lines of the park in order to develop great parks that are a part of building great neighborhoods and great communities.

Integral to this process is effective public involvement and the active engagement of stakeholder groups. All efforts are intended to create an inclusive, transparent process that encourages stakeholder engagement and fosters community buy in.

The Department is currently working with the Planning and Zoning Department to better identify neighborhoods throughout the County consistent with studies conducted through the comprehensive plan process. The definition of these areas should also be used to



redefine management areas that reflect aggregate communities rather than by current operating region definitions.

In the 2009 Recreation Program Plan, strategic planning initiatives are intended to provide guidance in bringing the goals of the plan to fruition. Based on the broad goals identified specific strategies and actions were developed for each that provide a framework for decision making for the long term implementation of the plan.

In order to determine recreation needs and to track changing attitudes and patron participation relative to recreation facilities and programming the department has in place a number of quantitative and qualitative inputs such as:

#### Quantitative Methods

- Leisure Interest Survey
- Surveys during General Plan Process
- Analysis of existing census data

#### Qualitative Methods

- Task Force Committees – Equestrian, Shooting Clubs
- Focus Groups – Soccer, Softball
- Planning Workshops

Recreation activities from this point forward, will be planned, designed, and implemented to reach specific target markets and regardless of the provider, will be planned, designed and implemented with expectations or outcomes attached that meet the fundamental needs of the participant and/or target markets such as youth; adults; older adults; families; and the community as a whole.

#### Material available in evidence of compliance:

Leisure Interest Survey;  
Neighborhood Assessment Surveys

## 2.5 Feasibility Studies

***Standard:*** Feasibility Studies shall be conducted to determine the feasibility of proposed facilities.

The department routinely evaluates the impacts of development prior to the construction of special facilities. There are three basic types of feasibility studies conducted, which include:

- **Financial Feasibility:** These studies identify cost estimates and fiscal impacts associated with park development and programming.
- **Regulatory/ Permitting Feasibility:** These studies identify areas of environmental, historical and archeological significance that effect the development of park plans and management of park land. Whether the park land has been acquired through the County's Environmentally Endangered Lands Program, (EEL), or by the Park Department, management plans are prepared for these parks



- containing site plans that address public access and recreational activities which are compatible with natural resource protection and other aspects of the surrounding community.
- Operating Feasibility: These studies address operation and maintenance concerns associate with park development and facility planning.

## **2.6 Strategic Plan\***

***Standard:*** An agency shall have a strategic plan, approved by the approving authority, stating how the agency will achieve its mission, goals, and objectives. The strategic plan shall be reviewed annually.

Miami-Dade County's Strategic Plan is both a plan and a process. The plan, based on intensive public involvement, includes a vision statement; a mission statement; guiding principles; and strategic themes. Goals have been developed across all County departments. These goals provide the direction the County must move in to address the priority strategic themes and guide it towards the desired future.

For each goal, the County has defined a desired outcome or set of outcomes. For each outcome, implementing strategies summarized at a broad countywide level determine the actions that will be taken to achieve the outcome(s). Key Performance Indicators are measures that will express the County's intentions. Associated Key Performance Objectives assign measurable targets and timelines to the key performance indicators while the Performance Measure is the specific unit of measure.

In the County's Strategic Plan, the department is primarily involved in the following strategic themes: quality of life for all; safety and quality of neighborhoods; stable fiscal responsibility. The goals and priority outcomes that directly relate to this department form the basis of our business plan, which establishes the department's Programs, Initiatives and Performance Measures for fiscal year 2009.

The department is also guided by an annual Departmental Business Plan and Outlook, which describes the department's purpose and mission statement; a description of the department; organization and staffing level issues; fiscal environment; business environment; customer feedback plan; critical success factors and future outlook. The business plan draws heavily on the adopted Miami-Dade County Strategic Plan.

In addition, the department follows the policies and goals of the Miami-Dade Comprehensive Development Master Plan (CDMP), a long-range plan for the entire county that includes the Recreation Open Space Element. (See also 2.4)

Material available in evidence of compliance:  
Strategic Plan; Business Plan(s); CDMP.



## 2.7 Site Plans

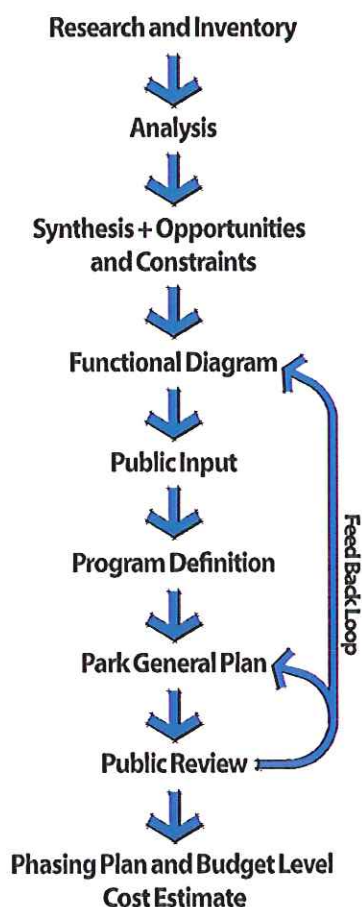
**Standard:** There should be site plans to guide the use of existing and the development of future areas and facilities.

The approach utilized for parks and recreation facilities has often been developed with a heavy reliance on the client to define activities and programs intended for the site. The process approach described below which has been implemented by Miami-Dade County Park and Recreation Department which looks beyond the specific property lines of the park in order to develop great parks that are a part of building great neighborhoods and communities.

Research is the first step in our approach to park planning. Tailored to the unique aspects of each park, this step relies on research and inventory of existing conditions of the park and surrounding area. Research may include interviews with stakeholders and documentation of existing land uses, zoning, topography, hydrology, vegetative cover, site and area history, architectural character, traffic and circulation conditions, and existing conditions.

Once information has been gathered, an analysis of how the park fits into long range community plans such as Comprehensive Development Plans, Needs Assessments, Parks and Open Space System Plans and Recreation Master Plans. The analysis helps

determine access to all citizens and identifies activities and programming which are needed for the surrounding neighborhood.



The next step requires a synthesis of information to develop a list of opportunities and constraints for the park and surrounding area, such as, better connections, improved circulation, programming needs and sustainable park practices. Defining form and function is the next step. Program activities are identified in a 'bubble' diagram process with emphasis on relationships between program needs and demands.

Effective public involvement is the key to a successful community park. The



planning approach provides the opportunity to review research and analysis with the public in a 'checks and balance' fashion. Community input is added to research and helps in the development of a cohesive park programming plan.

Detailed design is the conclusion of the design process and begins after form and function and program definitions have been finalized. With the building blocks in place, design of site amenities such as sidewalk placement and widths and parking lot layouts complete the park plan.

Public involvement is once again the key to the process. After the development of a design for the park, plans and a recap of the process to-date are presented to the public. Consensus on programming and park development is the most important outcome of public involvement and may involve reviewing previous steps.

The final step is the preparation of a cost estimate and phasing plan. Taking park operations and maintenance into consideration, multiple phases may be identified with an emphasis given to infrastructure and connections to the park. The cost estimate highlights budget level needs of each phase for decision making.

The outcome is the referred to as the General Plan. The plan is reviewed both internally and externally by various agencies and the public for input and feasibility, and adopted by the Board of County Commissioners, according to a process described in Chapter 33-303 of the Miami-Dade County Code.

#### Material available in evidence of compliance:

Various examples of Planning Program Plans

## **2.8 Historical, Cultural and Natural Resource Management Plan**

***Standard:*** A historical, cultural and natural resource management plan(s) should address all resource-based areas.

The Miami-Dade County Natural Areas Management Working Group created the Miami-Dade County Natural Areas Management Plan in 2003 and 2004 to guide management and restoration practices in Miami-Dade County over the next decades. The Miami-Dade County Natural Areas Management Working Group is composed of staff from various organizations concerned with habitat management in Miami-Dade County.

The intention is that it will be used in Miami-Dade County, but it has some applicability throughout southern Florida. Land management agencies, such as other county and local governments can use this document in planning management activities in natural areas. It is also a useful tool for private landowners who manage natural areas.

These guidelines are intended to be general enough for application to a wide range of habitats. In the section entitled "All Natural Areas," general goals, objectives and actions that apply to all of the subsequent habitat types are described including protection of geologic, pre-historic, archaeological, and historic sites within all management areas.



Formal peer reviews were conducted by land managers from neighboring agencies, including Roger Clark, Land Stewardship Manager for Lee County Parks and Recreation; Carol Morgenstern, Natural Areas Manager for Broward County Parks and Recreation; Frank Griffiths, Environmental Program Supervisor for Palm Beach County Environmental Resource Management, and members of the Pine Rockland Working Group. A copy of the 2004 Natural Areas Management Plan is enclosed.

Comprehensive Resource Management Plans (CRMP), have been developed for 17 of the natural area sites. The CRMP is an all-encompassing plan for management of individual natural resource areas. However, it should be noted that the 2004 Miami-Dade County Natural Areas Management Plan remains generally applicable to all of the natural areas within the county, as discussed above. The Natural Areas Management Plan updated from time to time, acts as the overarching guide in the management and restoration practices in Miami-Dade County.

A significant initiative related to this objective was included in the 2007 Miami-Dade County Parks and Open Space System Master Plan. One of the components of the vision for the OSMP is stated as follows:

*"Great natural and cultural places can be celebrated in a system of Zones (clusters of Environmentally Endangered Lands and Cultural Resource Centers) that provide a variety of education activities and programs; elevate the public's appreciation and understanding of the County's natural ecosystems and cultural amenities; engage the surrounding neighborhoods; and link the sites with the other elements of the open space system through streets, greenways, and water trails".*

Implementation of this above vision statement is provided for in the April 2009 Plan Amendment Cycle which includes Policy ROS-8F requiring Miami-Dade County to develop a plan by 2014 for protecting and preserving its natural and historic resources, while assuring that such resources provide access and educational opportunities to the public. The plan shall consider the designation of Environmental Zones (Eco Zones) and Cultural Zones. Eco Zones represent a cluster of natural areas connected together by greenways/biotic communities to provide a variety of environmental and educational activities. The Cultural Zones are thematically clustered cultural and historic sites that provide a variety of heritage education activities and programs.

Historic resources are protected by ongoing maintenance, review of projects by historic preservation specialists, and the requirement that capital projects receive approval through a "Certificate of Appropriateness." Historic sites typically include large pre-1950 parks with historic structures and landscapes that made up many passive parks built in the early days of the parks system.



On February 17, 2004, The Miami-Dade Board of County Commissioners approved a resolution authorizing the designation "Heritage Park" specifically including the following parks:

- Matheson Hammock Park
- Greynolds Park
- Haulover Beach Park
- Homestead Bayfront Park
- Crandon Park
- The Deering Estate at Cutler

Parks to be considered for this designation should meet as least one of the following criteria. The designation Heritage Park would be distinct from, and in some cases in addition to, the historic designation. An additional goal of this designation is to build in a manner compatible with the cultural history of the park and to not overdevelop the site.

- Exceptional historic or archaeological countywide significance, either natural or cultural – a park that represents in a special way the past history, character or ecosystem of the County. (One such park is Greynolds Park, opened in 1936, the park was designed by William Lyman Phillips and built by the Civilian Conservation Corps).
- Exceptional resource values – a park that contains or is organized around resources that are a special part of South Florida landscapes and natural settings. (One such park is Crandon Park, which contains not only one of the best beaches in the State, but also the fossilized reef of the Bearcut Preserve).
- Exceptional design and material characteristics – a park whose built characteristics and workmanship represents the works of a specific landscape architect or a specific period of design. (One such site is the lovely and historic landscapes and structures of the Charles Deering Estate).

Material available in evidence of compliance:

Natural Areas Management Plan;  
Comprehensive Resource Management Plans;  
Heritage Park Resolution;  
2007 Miami-Dade County Parks and Open Space System Master Plan;  
Proposed Policy ROS-8F to the Recreation and Open Space Element of the CDMP

## **2.9 Community Involvement**

***Standard:*** The agency should include community involvement in the planning process.

As described above in Section 2.7, meaningful public involvement is the key to a successful community park. The planning approach provides the opportunity to review research and analysis with the public in a 'checks and balance' fashion. Community input is added to research and helps in the development of a cohesive park programming plan. Both general public and special interest groups are included in the planning process to insure a complete and realistic view of community desires that allow the department to plan properly.



All Miami-Dade County parks that undergo the general plan process require public participation from the onset. The department believes that successful park planning and design must take on the needs and desires of the community, which it serves. Public meeting announcements are presented in the local newspaper to encourage citizen involvement. Mail-outs are sent to residents that live within a certain radius of the park being developed.

Other forums of citizen involvement include:

- Household Surveys
- Focus Groups
- Steering Committees
- Community Councils
- Advisory Boards
- Civic Associations
- Home Owner Associations
- Board of County Commissioners Town Hall Meetings

Material available in evidence of compliance:

Leisure Interest Survey;

Agendas, public meeting announcements, copies of mail-outs



## **3.0 Organization and Administration**

### **3.1 Organizational Structure\***

***Standard:*** The agency shall establish a staff organizational structure, specifying the interrelationships within the organization.

The organizational chart of the Department is provided, detailing functions of each major area. This is a component of the Departmental Business Plan submitted to the County's budget office annually. The T.O. is also available to view on the Parks Tree.

#### **3.1.1 Statement of Purpose for Each Organizational Component**

***Standard:*** The agency should have an established purpose statement for each organizational component that is available to all employees.

The Functional Primary Activities Chart depicts the organizational structure and interrelationships of the Department and further detailed in the Department Business Plan and is available to staff on the Parks Tree. This is a component of the Department's annual budget.

### **3.2 Administrative Policies and Procedures\***

***Standard:*** There shall be policies and procedures, encompassing administrative aspects of the organization.

The Miami-Dade County Procedures Manual is available in the on-line Parks Virtual Library. The Parks Operations Manual is no longer distributed in paper format. Separate documents such as the fee schedule and fee reduction program procedures are available on the Parks Tree as well. The Table of Contents for both manuals is provided, with access to Operating Procedures available during the site review.

#### **3.2.1 Administrative Offices**

***Standard:*** There should be allocated administrative space and equipment to perform the agency's functions and responsibilities.

All major office facilities are fully staffed to perform daily operational and administrative functions, facilitated by a wide range of office equipment appropriate to the needs of the particular operation. The main administrative office is located near Miami Dade County's Government Center and houses approximately 100 employees. Operation offices are geographically located to the areas served. The majority of these offices use a high-speed connection to access a computer network at the administrative office as well as all fax machines, telephones (land and mobile), and a daily messenger service. Administrative offices also share documents on the "Parks Tree", which is a shared network drive for the entire Department.

In addition to personnel working out of fixed administrative locations, some programming personnel (particularly those in Arts and Leisure Access) provide services in multiple locations. These persons have been provided with laptop computers so that they have the necessary tools to do their work no matter where they may happen to be at any particular time.

Additionally, the Department maintains loaner laptops and projectors that may be borrowed as needed. Common usage of this equipment includes community meetings, presentations, training, and connectivity/productivity while attending offsite events.

### **3.2.2 Support Services**

***Standard:*** Support staff and services should be provided to enable the professional staff to perform their appropriate functions.

The Administrative divisions of the Department has a staff of 60 employees who provide support to operations and planning and design divisions in the form of budget coordination through the Financial Management and Budget Division, providing financial accounting including account payables and receivables, processing of revenue reports and construction payment processing, personnel, payroll and training through the Human Resources Division, and monitoring of revenue contracts and program partnerships through the Contract Management Office. Procurement is decentralized among the primary contract users with coordination under the direction of the Assistant Director for Administration.

The Department's Communications and Marketing Division provides support to operating divisions in the development and distribution of marketing and public information materials in the form of press releases; pitching media; fielding media inquiries; crisis management; creative design and copy-writing for the agency's website, promotional e-blasts to databases of consumers, the agency's blog and Facebook page, advertising for print, radio, television, outdoor, and online mediums; sales kits, brochures and rack cards; flyers, invitations, posters, and banners; direct mailings; completion and submission of award applications and reports. Information technology support is provided through the County's Enterprise Technology Services Department.

The Department maintains "the Tree," a common network share available to all users. It contains operational information including fees schedules; reference information such as frequently used budgets codes; internal reports (to reduce reliance upon and consumption of paper); press releases and event calendars; procurement and vendor information; address and telephone rosters; Emergency Operations Procedures, and frequently used forms.

The Department is committed to ensuring that users' at all staffed sites have computers and printers available to them for back office productivity, email, the Internet, and access to Departmental files and information.



### **3.3 Communication System\***

***Standard:*** A communication system shall be established to insure the accurate and timely transfer of information, both internal and external.

The Department has a Communications Division responsible for coordinating with the County's Communication Office to ensure the timely and accurate dissemination of information to media, the public and staff. The system includes media relations, traditional and electronic marketing and message dissemination, as well as inter-office mail, bulletin boards, and a combination of divisional and Departmental meetings, meetings amongst senior staff and junior-staff meetings headed by supervisors.

While information is primarily disseminated to media via e-mail (by fax upon request) on a daily/weekly basis throughout the year, the Parks website is also a source of information for them, as it is for the public and staff. The website contains a combination of promotional and informational content about programs, products and services, and events. It also contains dedicated sections to team-building (P.R.I.D.E.), inclusive of a password protected staff blog, and volunteerism opportunities. The website also includes an informative section on legislative and advocacy issues.

E-blasts through the Parklife E-buzz and division initiatives are sent bi-weekly/monthly to facility consumer databases totaling more than 70,000 patron e-addresses, delivering park and attraction news, calendar listings, feature stories, engaging photos, invitations, and promotional offers. The same types of marketing messages are also communicated through the organization's blog and Facebook page.

Internal communications are also greatly facilitated by e-mail, the Miami-Dade County Intranet pages and common network shares with Departmental information, especially the Parks "Tree," a repository of Departmental reports and information available to all Departmental computer users. Over the last five years, the Department has ensured that every staffed facility has at least one computer available to its staff to access this information. In addition, the County has enabled access to network e-mail from home, as well as the ability to access computer files remotely.

The County's Communication Office distributes a weekly e-newsletter for employees called "What's New?" as well as the In the Loop quarterly magazine delivered by the USPS, informing employees about upcoming activities and opportunities for participation in community events and personal enrichment.

Miami-Dade Parks and events are prominently featured on the Miami-Dade County Portal with multiple web pages devoted to Parks, programs and capital development. During the 2002-2003 period, these web pages were completely redesigned to make them more attractive and easier to navigate. Miami-Dade County has won prestigious nationwide recognition for the quality of its Internet site.

In addition to traditional advertising and the online methods of communicating to the public, Parks also published an official magazine from the 2007-2009 fiscal years entitled, Parklife Magazine, which provided a holistic presentation of the Department's park system. Parklife, recently defunct due to the economic downturn and budget



constraints, received the 2009 Florida Recreation & Parks Association's (FRPA) Media Excellence Award in the Print Magazine Category, presented to the Department.

### **3.4 Process for Public Information, Community Relations, Marketing\***

***Standard:*** There shall be an established process regarding the integrated role of public information, community relations, and marketing functions of the agency including periodic reporting and evaluation.

The Department issues approximately 150 Press Releases per year to the local media to inform the public of dedications, special events, programs and other items of interest to the public. Samples of press releases will be available at site review.

County policy requires that all interview and public records requests from members of the media must be channeled through the County Manager's Office or the Miami-Dade Communications Department to insure that an accurate and unified response is provided to the media. This also provides our elected leaders and County Manager's staff the option to weigh in on the issues. In many cases, there may be information known only to top-level administrators that is valuable to a story.

In addition, the organization maintains a public e-mail inbox in response to solicitation on the website to "Contact Us." This function facilitates the receipt of inquiries, concerns and statements from residents and visitors or anyone visiting the website. Constituent communications are received by the Communications division, then routed to and vetted through the Office of the Director of the Department and then re-directed by the director as priority internal "buck slips" to appropriate Assistant Directors for immediate response. The communiqués are reviewed by the director and assistants, as are consumer surveys, and culled for information indicating necessary facility, programmatic and administrative action and improvements, as well as indicators of success and the competition.

A recent example of the process at work concerned the news of pending budget cuts to the Department last fall, when constituents communicated concern and asked for explanations as to why the cuts to programs and facilities were necessary. Explanations were provided in response to every e-letter, mailed and faxed letter.

#### **3.4.1 Public Information Statement**

***Standard:*** A written statement states that the Agency is committed to informing the community and the news media of events within the public domain that are handled by or involve the agency and sets forth policies that govern what information should be released, when it should be released, and by whom it should be released.

The Communications Office Mission Statement is: "The mission of the Office of Communications and Marketing is to inform the public and Miami-Dade County Government of recreational, natural, and cultural experiences available at Miami-Dade Parks and other pertinent information related to the Parks Department."

The agency responds to every media inquiry as quickly as possible, typically not exceeding a two-hour period from the time of receipt, even if simply to acknowledge



receipt of an inquiry and to indicate when requested information will be acquired and provided to the reporter, regardless of whether the reporter's interest is in a feel-good feature story or an investigative report alleging a crisis situation. The Public Information Officer (PIO), reporting to the Manager of Communications, is the primary source of contact for all media. The manager serves as a secondary source and the primary source in the absence of the PIO. Both the PIO and manager are always on an "on-call" status, regardless of time of day or day of week or holiday. Any crisis management issues are reported immediately to the Communications Manager in person, if readily available, and by phone/Blackberry. The manager then assesses the situation and alerts senior staff. Key supervisors are then summoned to a situation analysis and assessment meeting and next steps are recommended and considered, carefully weighing all potential media angles. Ultimately, the final decision regarding how to respond is determined by the director and or deputy director with the consultation of the Communications Manager.

Media is considered a conduit to delivering news to the public and the agency makes its first priority to foster positive, reciprocal media relationships, as well as to serve as a service provider to media.

#### **3.4.1.1 Public Information and Community Relations Responsibility**

***Standard:*** A specific position in the agency should be designated to direct the public information and community relations functions.

The County Manager's Communications Office is primarily responsible for community relations. However, the Department is regularly represented at Community Council meeting, homeowner associations and meetings of various civic and community organizations to obtain feedback, discuss projects and issues and to disseminate information. A listing of Planning Division community meeting is available for review.

The Department's Communications Office coordinates directly with the County Manager's Communications Office to provide accurate and up-to-date coordinated public information.

As mentioned above in section 3.4.1, the Public Information Officer (PIO), reporting to the Manager of Communications, is the primary source of contact for all media. The manager serves as a secondary source and the primary source in the absence of the PIO. Both the PIO and manager are always on an "on-call" status, regardless of time of day or day of week or holiday. Also, the division of Communications answers and reports directly to the director of the Department, and ultimately has direct access to the director at all times.

#### **3.4.2 Community Relations Plan**

***Standard:*** The agency should establish a community relations plan.

The Miami-Dade County Park and Recreation Department maintains an extensive system of community relations and public involvement that is integral to the organizations decision making processes. These relations range from standing, formalized committees and activity specific advisory groups to a wide range of

community outreach efforts. All of the efforts are centered on identifying the needs, issues and opportunities that exist in order to focus the Department on being relevant to the real life issues of the community.

The Park and Recreation Department formally reports to the Board of County Commissioners. The Department also attends area Community Councils regularly, the Community Development Block Grant Advisory Council and the Miami-Dade Sports Commission. Additionally, the Department maintains relations with the community through standing and ad hoc advisory groups including:

Equestrian Task Force	Citizens Advisory Committee
Bicycle and Pedestrian Advisory Committee	Community Councils
Leisure Access Foundation	Homeowners Associations
Deering Estate Foundation	Civic Associations
Zoological Society of Florida	

In addition to the formalized committees and groups the Department is known for its commitment to the public's involvement in planning and design of facilities as well as the operation of programs. Staff regularly meets with user groups ranging from Youth Sports to Marinas. The public involvement process also extensive public opinion survey efforts as well as internet based e-blasts and web based interactive reporting.

The Department is currently in the process of taking a more neighborhood based approach to service delivery. As a part of the effort, staff is conducting door to door surveys of residents and holding community focus groups to help learn of potential deficiencies or problems in current services as well as identify opportunities for new and improved programs.

The Miami-Dade Park and Recreation Department prides itself on engaging the public in open and transparent decision making processes. The key to our community relations is to focus our efforts on effectively meeting the relevant needs of the community.

### **3.4.3 Marketing Plan**

***Standard:*** The agency should have an established marketing plan, based on market research that includes an annual evaluation.

The Communications and Marketing Division prepares its marketing plan annually and its progress is reviewed weekly by the director of the Department, and quarterly by assistant directors and field staff. In addition, certain Park proprietary facilities or activity areas have individual marketing plans. They will be available for site review. The plans are based on business plan needs, revenue trends, consumer feedback received from direct interaction at each point of sale and surveys taken by the Department, as well as by the County, and on park and recreation industry trends, marketing trends, and economic indicators.



The Department's market research function is primarily conducted through the Department's Planning & Development Division and its Communications Division.

Planning & Development uses many marketing research tools to collect and assess public use and satisfaction with parks, facilities, programs and services. The specific tool often depends on the location and activity. In some locations, public input is collected simply by recording comments voiced by participants. In other locations, participant feedback cards are used to allow visitors to record specific comments and suggested improvements. In still other locations, post-use written surveys are used to evaluate satisfaction. At select sites, the Department uses a combination of on-site visitor intercepts, telephone surveys and focus groups to define customer satisfaction and improvement alternatives.

In order to determine how Miami-Dade County residents spend their recreation time, where they spend it and their perspective of the Miami-Dade County Park & Recreation Department's properties and programs, the Department engaged Lambert Advisory, LLC, to conduct a leisure interest survey in late 2007 to identify the following:

- the types of activities Miami-Dade County household members are currently participating in
- the frequency at which they participate in these activities
- the location of these activities
- the types of activities household members would like to participate in
- resident reaction to several specific issues pertinent to facilities, programs, and program providers

The survey was based on telephone interviews conducted among a random sample of 3,000 Miami-Dade County households. The survey was balanced to be statistically valid as it relates to certain sub categories of respondents including ethnicity, income, households with children, and households with elderly residents.

Recreation programming in Miami-Dade County has been traditionally developed on a county-wide basis and prescriptive as to the services provided. The County is too large and diverse to develop recreational programs universally for the entire County. As a result the Department is moving to a neighborhood-based approach to providing services to the community. The programs that are to be offered and the facilities that are developed to support those programs should be derivative of the community context that they are in.

To this end, the Department is currently developing a more grass roots approach to targeting the core services provided in a particular neighborhood. The identification of needs will come through a process of community engagement. As such we are currently conducting a door-to-door leisure interest survey and focus group meetings in neighborhoods that border our programmed community parks (56), within a four-mile radius, to determine household recreation interests specific to neighborhoods. The survey will identify:

- the recreation interests of the household
- recreation interests that are most important
- what programs or activities they currently participate in at their neighborhood/community park – what they would like to participate in



- barriers to participation (cost; time; facilities; safety; transportation)
- what we can do better
- demographic composition of household

In addition, Communications surveys consumers and park patrons in the following ways:

- Participant Surveys conducted at major events and attractions, including the Greynolds Park Love-In, Ribfest, the Miami international Agriculture & Cattle Show, Fruit & Spice Park, Deering Estate at Cutler, Miami Metrozoo, and EcoAdventures, using questionnaires distributed directly to participants.
- Consumer feedback is also encouraged on the website and the agency blog, newly launched this fall.

Marketing Research is also conducted for various programs as marketing plans are developed. We work with the Greater Miami Visitor & Convention Bureau, Beacon Council, National Golf Foundation, IEG Web Sponsorship American Marketing Association, and also conduct online marketing. The agency also acquires survey results from Miami-Dade County itself, which conducted a Residential Satisfaction Survey in 2008 that included inquiry about the importance of parks to residents.

#### **3.4.3.1 Marketing Position Responsibility**

*Standard:* A specific position should be designated to direct the marketing function.

MDPR's Communications Manager directs marketing efforts on behalf of the Department. The position description is a dedicated marketing position.

### **3.5 Management Information Systems\***

*Standard:* The Agency shall have a management information system, including statistical and data summaries of agency activities, such as daily, monthly, and annual reports.

MDPR maintains the following major information systems: INFOR, the Department's work order/cost accounting/asset management & asset maintenance system used to track facility maintenance and construction costs, manage preventive maintenance routines, and reimburse divisions for labor, materials, and tool charges; The Department utilizes a Recreation Management System (RMS) to record Summer Camp Registration (also used for After School and Seasonal Camp Programs), Facility Reservations/Rentals and to track and report on revenues generated. The system has been operational for 2 years and pending functions, such as Campground Reservations and Marinas Management, are anticipated to be fully deployed by January 2011; the Priorities Database to track Operations tasks including responses to citizen input; a Warehouse Management and Ordering system for the Department's materials warehouse; a Facility Inventory and Capital Projects Tracking System (PTMS); Human Resources Systems; specialized Planning Systems that provide level of service and concurrency reporting; annual Summer Camp satisfaction surveys and biannual Leisure Interest surveys; a Golf Management (Fairway) System for the Departments six golf courses, a ticketing system for admissions at Metro zoo, and Auto-CADD to store and archive architectural drawings.



Financial reporting is done through FAMIS, Miami-Dade County's general ledger system. Procurement and Accounts Payable are managed through FAMIS and ADPICS, a related system used by the entire County for its procurement activities. Marina activities are managed through a combination of manual processing and an in-house system to track annual patron contracts; while other Accounts Receivables are managed by a different in-house developed system. Revenue reporting from program participation, facility rentals, admissions and related income sources is mostly manual at this time, although limited automation is provided by specially designed Excel spreadsheets.

The Department has several IT-related projects and initiatives in various stages for all divisions. Key projects include a Department-wide intranet to replace the "tree" (a shared network folder), integration with the Department's work order and project mgt system, a standardization of pc hardware, migration of systems off HP server, high speed network connections for all park locations.

### **3.5.1 Application of Technology**

***Standard:*** The application and use of technology should enable the agency to operate efficiently.

The role of IT at Miami Dade Parks has increasingly changed over the years. As the productivity of software development increases and hardware costs continue to decrease, IT becomes more of a key part of this department's business process. There are several areas in which IT has strived to increase efficiency by reducing costs and increasing productivity:

1. Communication (Email, Centralized File Servers, High Speed Network Connections): Park's IT division has managed to shrink the organization which stretches over 70 park locations utilizing high speed network connections, telecommunication services, shared file servers, and an email system for over 600 of the 1,200 full time employees.
2. Work order management: Infor EAM is the department's work order/asset management application currently in production for over 3 years. The Parks department efficiently manages over 8,000 assets at over 200 locations across Miami Dade County with a single asset manager. Infor EAM is also an advance work order management application. In the last twelve months, Parks has opened close to 5,000 capital and maintenance work orders. Infor has improved department efficiency by allowing parks to manage maintenance requests without ever picking up a phone. A simple work request entered in Infor goes from the park, to the Regional office for approval, and then to the maintenance division for assignment. Park technicians such as electricians and plumbers work off the work orders assigned. All expenses accrued for each work order is captured through a custom time & charges input screen and interface to Miami Dade County's financial application weekly.
3. Real time sales & analysis reporting application: Park's recreational management system has been in production since the summer of 2007. All sales for park programs such as summer Camp and After School, plus all rentals including ball



fields, soccer fields, and shelters are processed through Park's RMS. Sales are uploaded daily to a centralized reporting application known as RMS Headquarters. Park's management can access daily sales/analysis reports to monitor and improve productivity. In RMS's second year in production, Park's summer camp programs was able to break even, which is a task that has never been accomplished. Future implementations will include Marinas, Golf, and Campgrounds.

4. Online sales application: Park's RMS team is currently finalizing an online application to offer programs and facility rentals to our customers over the internet. We see this as a great opportunity for not only increasing sales, but reducing costs associated to processing transactions at park locations.
5. Centralized administration and support of all IT services  
IT has created a help desk support team to assist park staff in the field for all IT issues. 70% of all calls are resolved over the phone, but for difficult issues, IT utilizes an automated application to assign service tickets to computer technicians working at Miami Dade County.
6. Project Tracking Management  
Park manages all capital projects through a custom written centralized web application known as Project Tracking Management System (PTMS). This application has maximized project management efficiency allowing management staff the ability to quickly monitor project expense vs. budgets and scheduling to make certain that maximum numbers of projects are completed on time and within budget.

### **3.6 Records Management Policy and Procedure**

***Standard:*** The agency should have established policy and procedures for control, maintenance, and retention of records.

The Department is responsible for upholding state and county rules concerning the retention, storage, and final disposition of public records in accordance with the Public Record law. In order to eliminate the need for each facility to maintain records at the facility, the Department has established a records storage area in the Administrative Warehouse. The primary goal of this office is to be efficient, effective and economical management of public records as defined by Section 119.011(1), Florida Statutes. The departments' program is guided by and governed by the Florida Department of States, Division of Library and Information services, Bureau of Archives and Records Management (Florida Statutes 257). See operations manual for field instructions for records transfer to the Administrative Distribution Center and Warehouse.

#### **3.6.1 Records Disaster Mitigation and Recovery**

***Standard:*** There should be an established Records Disaster Mitigation and Recovery plan and procedures.

MDPR maintains a Continuity of Operations Plan (COOP) in coordination with the Department of Emergency Management. It includes a plan for protection of both hard copy documents as well as computer files.



## **4.0 Human Resources**

### **4.1 Personnel Policies and Procedures Manual\***

***Standard:*** There shall be established policies, which govern the administration of personnel procedures for both professional and nonprofessional employees that are reviewed annually.

Each employee is provided a package of information at the two-day countywide New Hire Orientation and each employee is provided a parks-specific package of information at the half-day Department New Hire Orientation. This would include all full-time and regular part time employees. In addition, each supervisor/manager in the Department is provided the link to view on-line, the Personnel Handbook and each facility has available on-line, the Miami-Dade Park and Recreation Department Operations Manual. Both are updated as needed. The Handbook is available to each employee at his worksite and the Operating Procedures are available in the Parks Library.

#### **4.1.1 Code of Ethics\***

***Standard:*** There must be an established statement of ethical principals for agency personnel.

The Departmental Code of Ethics is outlined in Section 2-11.1 of the Code of Miami-Dade County. (See attachment, "Conflict of Interest and Code of Ethics Ordinance") The Code of Ethics includes setting minimum standards for personnel; prohibition of transacting business with the County; gift and disclosure requirements; disclosure of interests in firms doing business with the County; prohibition of exploitation of official position; financial disclosure and various prohibitions including penalties. Official interpretation of the Ordinance, is provided for in section (r) through the County Attorney' Office. Administrative Order 7-1 also guides ethical behavior of County employees.

The County's Code of Ethics is introduced to employees at New Employee Orientation at a County-wide level by the Employee Relations Department. It is also reviewed during New Employee Orientation conducted by the Parks Department. (See handout "Ethics Awareness: State and County Laws).

Each County Department has a designated "Ethics Officer" who is responsible for informing the Department of changes in the ethics law and reporting unethical behavior. The Ethics Officer for the Parks Department is the Training and Development Manager.

#### **4.1.2 Recruitment Process**

***Standard:*** There should be a comprehensive recruitment process to attract qualified personnel.

Miami-Dade County's recruitment process is defined in Administrative Order 7-21. The recruitment process is initiated by the submission/approval of a Personnel Requisition. The three forms utilized by staff are for full-time, year-round part-time and seasonal staff. Administrative controls of the Department's recruitment activities are centralized under



the Personnel Manager of the Human Resources Division. The Personnel Manager works cooperatively with the County's Human Resources Department, the Office of Fair Employment Practices, local educational institutions, specialized community organizations, local/state and national professional organizations (FRPA, NRPA, AZA, ASPA, etc.) in the recruitment of qualified personnel. All recruitment for employment opportunities is initiated on-line using the County's recruitment system. All approvals to fill a new or replacement position are made using this on-line recruitment system.

The Personnel Manager and select Park Managers attend an average of 5-job/career fairs at local educational institutions including University of Miami, Florida International University, Miami-Dade Community College, St. Thomas University, Florida Memorial College and numerous high schools annually. Student interns are interviewed and selected by both the Parks Internship Coordinator and the Assistant Director of Operations and placed to work in a Regional Facility. The staff evaluates interns for future employment potential. Full-time and some part-time jobs are announced publicly through formal job announcements. Most part-time and seasonal jobs are recruited by field staff from their respective communities. Additionally, advertisements are placed in local newspapers, the County's cable television network, facility bulletin boards, placement offices at community educational institutions, professional local, state and national publications, the County's website, [www.miamidade.gov](http://www.miamidade.gov), and the Parks Tree located on the Department's local server.

#### **4.1.3 Equal Employment Opportunity and Workforce Diversity\***

***Standard:*** There shall be an established policy regarding diversity for all employment practices and evidence that it is being implemented.

During the budget year 03/04, a Personnel Specialist 3 position was added to assist the Chief of the Human Resources Division in effectuating the Affirmative Action related functions for the Department. This position serves as the Affirmative Action Officer for the Department and is delegated all of the functions included therein to ensure that the Department's Equal Employment and Affirmative Action practices are in accordance with Miami Dade County and governing agency standards. This includes the development of a 2-year-Affirmative Action Plan including an analysis of the workforce by ethnic/minority categories and utilization in comparison with available labor force; policy declaration, Affirmative Action commitment, projected annual hiring goals and the development and implementation of specific action programs. The Affirmative Action Commitment and Plan includes compliance with the American with Disabilities Act (ADA). The Affirmative Action officer also ensures the availability of an internal complaint procedure to afford employees or external customers redress of any alleged or apparent unfair labor practices.

Supervisors are educated through Departmental seminars on Equal Employment Opportunity, cultural diversity, sexual harassment and ADA. Staff of the Human Resources Division, Leisure Access section of Operations Management and the County Manager's Office facilitate these classes. ADA is also implemented by the review and modification of existing facilities, by the offering of accommodation services available through the Leisure Access section, Construction Management Division and the Human Resources Division.



**Commentary:** The policy shall assure equal opportunities for employment, promotion, and equity in employment working conditions. The agency shall have an established diversity program that creates and sustains a respectful and culturally responsive workforce. The agency must comply with the American Disabilities Act. A breakdown of utilization based on job class is included in the Affirmative Action plan which is published every 2 years.

#### **4.1.4 Selection Process**

**Standard:** There should be comprehensive procedures for the process of hiring personnel.

The specifics on the selection process are a part of the Miami Dade Procedures, which is maintained on-line by the county's Audit and Management Services Unit. Additional information is included in the Miami Dade Park and Recreation Department Operations Manual. The majority of full-time positions in the Department are filled by "resume recruitment" or "direct application."

When the selection process is initiated with the submission of a personnel requisition, the Department Personnel Manager represents the Department in all matters with the centralized Human Resources Department. The Personnel Manager negotiates qualifications, announcement wording, and recruitment method and advertisement placement. MDPR screens qualified applicants using the on-line recruitment system for all resume recruitment and direct application positions. Ethnically balanced panels hold structured interviews; the size of the panel and the complexity of the interview process are dependent on the level of the position in the organization and the complexity of the job duties.

All final selections/appointments are reviewed by the Personnel Manager to ensure compliance with procedures and standards. All appointments are contingent on satisfactory reference and criminal background checks and the successful completion of a physical exam including a drug/alcohol screening.

#### **4.1.5 Background Investigation**

**Standard:** Personnel hiring should include procedures for background investigation prior to appointment, including verification of a candidates qualifying credentials, review of a candidate's civil and criminal record, particular attention to drug and child/adult-abuse records, and driving record for employees assigned to operate motor vehicles.

Any applicant who is selected for employment must be screened for minimum qualifications by the Human Resources Department. This screening includes verification of education and relevant work experience as listed on the on-line resume. Additionally, hiring managers call background references including current and prior supervisors for verification. Miami-Dade County has an Intergovernmental Agreement with the State of Florida Department of Law Enforcement (FDLE) to provide fingerprint based criminal background checks for County employees. FDLE will provide background checks through their Volunteer and Employee Criminal History System (VECHS) under the National Child Protection Act (NCPA) of 1993 as amended, and Section 943.0542, Florida Statutes. Through the VECHS program, FDLE and the Federal Bureau of Investigation (FBI) provide to qualified organizations state and national fingerprint based



criminal history information on applicants, employees and volunteers. At the present time, fingerprints for full time employees for whom more extensive background checks are not required by the various County agencies, are electronically transmitted to the Miami-Dade Police Department (MDPD) for search against the local Miami-Dade County Fingerprint Database. This search does not include searches of fingerprint databases outside of Miami-Dade County. However, a name search is performed for any open fugitive information (warrants) against the FDLE database showing outstanding warrants and other status files (public record). Additionally on January 10, 2008, the Board of County Commission passed the Ordinance pertaining to Chapter 26, Section 39, paragraph A of the Miami Dade County Park and Recreation Rules and Regulations which states in part...the Miami Dade Park and Recreation Department shall secure a nationwide criminal background check of all existing employees and volunteers whose duties require physical presence on park property owned or operated by Miami Dade County ...Every three (3) years thereafter, the Department shall secure nationwide criminal background checks for existing employees and volunteers whose primary duties require physical presence on park property owned or operated by Miami Dade County,

Additionally with the passage of Section 943.04351 (2004) Florida Statute, a state agency or governmental subdivision, prior to making any decision to appoint or employ a person to work, whether for compensation or as a volunteer, at any park, playground, day care center, or other place where children regularly congregate, must conduct a search of that person's name or other identifying information against the registration information regarding sexual predators and sexual offenders maintained by the Department of Law Enforcement's website. The agency or governmental subdivision may conduct the search using the Internet site maintained by the Department of Law Enforcement.

Before final appointment to a position, applicants must successfully pass a pre-employment physical.

#### **4.1.6 Employee Benefits**

***Standard:*** There should be an established employee benefits plan.

The fringe benefits program for the Miami Dade Park and Recreation Department is developed, revised and administered by the General Services Administration, Employee Benefits Unit, and the Department, Personnel Services Division, as a centralized program for all County employees.

Leave benefits are outlined in the Miami Dade County Leave Manual. This manual is a part of the Personnel Handbook distributed to each supervisor and manager and available to each employee at each worksite upon request. Miami Dade County is a member of the Florida Retirement System, which is 100% contributory by the employer; current contribution is 7.39% of salary. The Florida Legislature governs terms and conditions of the retirement system. As revisions are mandated by legislation, updated information is made available to employees through various newsletters, the FRS Handbook and the FRS website. The General Services Administration, as a countywide program, administers health and life insurance, disability and death benefits, workers compensation and the professional liability program. Health and life insurance options are offered to eligible employees within the first ninety days of employment and annually



through open enrollment periods at the end of each calendar year. Employees are provided informational literature at work; at home and in instructional sessions concerning health insurance options and make any updates or changes via on-line.

Disability and death benefits are outlined in the Miami Dade Procedures Manual and the Miami Dade Park and Recreation Operations Manual. Each employee is also protected by professional/public liability insurance under a countywide self-insurance program.

Clothing and equipment are provided to employees depending on classification, function and/or collective bargaining unit. Suggested uniform guidelines are published in the Operations Manual. Employees who are not provided hand tools to perform their job functions are given a tool allowance in accordance with their collective bargaining unit and the current Miami Dade County Pay Plan; guidelines are provided in the Operations Manual.

Educational benefits vary from free seminars/classes presented by the Department or County, payment of expenses and leave to attend professional educational conferences, and through a tuition refund program with 50% reimbursement.

A Flexible Fringe Benefits Program is also offered to employees on an annual basis as a part of an open enrollment process. Choices include optional life insurance, deferred compensation, tax-deferred medical insurance premiums, pre-paid legal services, and an assortment of pre-tax spending accounts. Additional executive fringe packages are offered to those in certain executive grades and fringe groups.

#### **4.1.7 Supervision**

***Standard:*** There should be constructive and effective supervision of all personnel to help them grow professionally and improve programs and services.

The intensity of supervision of employees varies with the level of the position within the organization and the complexity of the tasks performed. Supervision can vary from constant to daily to weekly communications in the form of informal conversations up to formal staff meetings. Supervision is more than the simple overseeing of the employee functioning within the organization. It includes but is not limited to job assignments; review of work product; negotiation of goals and performance measures as detailed in the Performance Evaluation system outlined in Administrative Order 7-19; staff development through Management Supervisory courses offered by the Department's Human Resources Division, the County's Personnel Department, or the Florida Institute of Government at FIU/Academy for Strategic Management; on-site visitation/inspection by Departmental management personnel during Sparkle Tours and personnel from external agencies (GSA Risk Management, FLA-OSHA, Department of Environmental Resources, County/City Fire Departments, HRS, Public Health Department) and other governing agencies. Effective supervision is achieved through a balanced span of control.



#### **4.1.8 Compensation**

***Standard:*** There should be an established compensation plan that is reviewed annually that establishes equity of compensation among units within the agency.

Compensation of employees of the Department is provided by negotiation of collective bargaining agreements and by internal comparisons when creating new positions and those not covered by a bargaining unit. The Board of County Commissioners gives final approval to all collective bargaining agreements. The Miami Dade County Pay Plan is reviewed; revised and submitted for approval by the Human Resources Department at least once a year and final approval is provided by the Board of County Commissioners.

The compensation plan takes into account employment standards, skill levels, internal pay equity issues, and local labor market statistics. It provides for differentiation between positions and between classifications. Advancement within the salary ranges is determined by provisions in the Administrative Order 7-19, Performance Evaluations; the Personnel Rules; the Miami Dade Pay Plan; and the Collective Bargaining Agreements with AFSCME and GSAF. These documents are found in the Personnel Handbook. Advancement of executives through salary ranges is determined by agreement between the Department Director and the County Manager.

#### **4.1.9 Performance Evaluation**

***Standard:*** There should be a fair and systematic procedure for annual appraisal of job performance.

Administrative Order 7-19 governs the process of evaluating employees as found in the Personnel Handbook. The process is monitored by the Personnel Manager and staff and guarantees the employee periodic and annual evaluations. These written evaluations become a permanent record in the employee's file and are used not only to gauge performance over the employee's career but are also brought into consideration in the determination of retention scores for layoff/placement purposes, promotions, merit increases and disciplinary action.

Administrative Order 7-19 requires a written evaluation prepared by the employee's supervisor and reviewed by the supervisor's supervisor (the reviewer). Criteria used to define the quality of work are descriptive and included in the written evaluation. When more than one manager supervises an employee during a rating period, participation is governed by the Administrative Order.

All written evaluations are presented and a copy provided to the employee during a performance evaluation review session attended by the employee and their supervisor. After the conference, the evaluation becomes a permanent part of the employee's file. Upon presentation of the evaluation, the employee is requested to sign the evaluation form acknowledging receipt of the evaluation. The employee's signature does not necessarily mean agreement with the contents; a witness may indicate refusal to sign.

A permanent employee who is rated less than satisfactory may exercise his appeal/review right, first with the Human Resources Division Chief and then with a representative of the Human Resources Director, if needed.



#### **4.1.10 Promotion**

***Standard:*** There should be an established statement available to all employees defining the promotion process and the agency's role.

Promotions, as well as all other selections, are governed by Administrative Order 7-21, entries in the Miami Dade Procedures Manual and the Department Operations Manual, and the Department's Affirmative Action Plan. With a large part-time workforce, promotion from within occurs frequently. Promotions also occur to and from other County Departments.

#### **4.1.11 Disciplinary System**

***Standard:*** There should be a disciplinary system based on the code of conduct and performance.

Administrative Order 7-3, Disciplinary Action, and the appropriate collective bargaining agreements govern all disciplinary action. These documents are included in the Personnel Handbook. A progressive disciplinary action system includes informal counseling, written reprimand, and suspension without pay, demotion and dismissal.

Disciplinary action results when the Personnel Rules are violated as outlined in Chapter VIII of the Personnel Rules. Copies of the rules are distributed to each supervisor as part of the Personnel Handbook along with a copy of the Administrative Order 7-3 governing disciplinary procedures. These procedures are followed in conjunction with the Administrative Orders governing Performance Evaluation and Substance Abuse. Other documents that are also used to outline Departmental rules and regulations are included in the Departmental Operations Manual.

The Department's disciplinary procedure is effectuated by the Affirmative Action Officer and administered by the Chief of the Human Resources Division. All formal counseling and related written communications are reviewed prior to becoming part of the employee's personnel file. Serious infractions against personnel rules are reviewed and investigated to ensure the accuracy, consistency, and propriety of the recommended action. Authority to recommend discipline at the level of a written reprimand is delegated to the Division Chief or Regional level Manager. All proposed disciplinary actions are forwarded to the Human Resources Division for appropriate review and investigation with a written communication from the Assistant or Division Director proposing the level of discipline to be administered. A final recommendation is made by the Affirmative Action Officer as to the progression and level of the action. A final determination is made by the Chief of Human Resources Division on all actions resulting in a written reprimand up to a three (3) day suspension. Actions resulting in a suspension without pay for more than three (3) days, demotion, or dismissal must be authorized by the Park and Recreation Director. Employees are afforded an opportunity to meet with the Department Director before a dismissal decision is finalized.



Appeals and/or reviews of disciplinary actions vary with the level of discipline imposed. The Assistant Director for Administration reviews written reprimands when requested within specific time frames. Appeals of suspension, demotion, and dismissal actions are reviewed by independent arbitrators from the American Arbitration Association, decision of which is subject to the approval of the County Manager. Once this process has been exhausted, the employee may continue to pursue further appeals as afforded by the District Court of Appeals level.

#### **4.1.12 Grievance Procedures**

***Standard:*** A grievance procedure, available to all employees, should be established.

Grievance procedures are outlined in Administrative Order 7-18, various collective bargaining agreements, and Departmental Operations Manual Entry 2.600. Appeals of disciplinary actions and performance evaluations are outlined in the respective Administrative Order 7-3 and 7-19. Employees who are dismissed with no avenue of appeal and feel that their reputations have been "stigmatized" by the documented reasons for termination have the right to request a review of the dismissal through a Name Clearing Hearing administered by the County Manager's Office under the authority of Administrative Order 7-31.

***Commentary:*** The procedures shall identify matters that are grievable; establish time limitations for filing or presenting the grievance; establish procedural steps and time limitations at each step in the grievance procedure; and establish criteria for employee representation. Formal grievance procedures should be written in clear, concise terms. If grievance procedures are part of a collective bargaining agreement, such agreement must be used. A grievance usually contains the following information: a written statement of the grievance and the facts upon which it is based; a written allegation of the specific wrongful act and harm done; and a written statement of the remedy or adjustment sought. These three principal elements of a grievance may be included in one written statement. A form may be designed for this purpose to include spaces for noting significant times, dates, and actions taken relative to the grievance. Grievance procedures are outlined in most collective bargaining agreements.

#### **4.1.13 Termination and End of Employment**

***Standard:*** There should be established policies and procedures for termination and end of employment.

Section 2-47 of the Code of Metropolitan Dade County states, in part, that "Any employee may be dismissed for any cause which will promote the efficiency of the County Service." Following a balanced judgment of progressive discipline according to Administrative Order 7-3 and the official County Personnel Rules for the classified service in Chapter VIII, Section 7 must be factored in. An employee may wish to resign under such circumstances to avoid being "fired" or for other personal reasons. The County will accept such requests in order to preclude a possible time consuming appeal of the pending disciplinary action or any litigation that might arise from it. The employee must submit a letter of resignation that is to be held for 24 hours after which it becomes final unless retracted by the employee during the 24-hour period. Any employee wishing to leave the County Service in good standing will file with his supervisor a written



resignation stating the date the employee is leaving and the reason for leaving at least two weeks prior.

#### **4.2 Staff Qualifications\***

***Standard:*** The agency shall employ professional staff qualified to develop and operate programs and services.

Current staffing of the Miami-Dade County Park and Recreation Department includes a combination of full-time, part-time and seasonal staff. Year round staffing compliment consists of 1154 full-time budgeted positions and approximately 630 part-time staff. During the summer recreational programming season an additional 400-500 seasonal employees are hired. The 2009-2010 functional staffing charts are being updated and will be available on the Parks Info Tree.

Each of the 220+ job classifications within the Department is filled through recruitment efforts of field supervisors; operational administrators, Departmental Human Resources staff and a County-wide centralized Human Resources Department. Appropriate certification, educational and experience requirements are determined through a review of the individual job descriptions and comparisons with similar positions within the agency and other recreational agencies in the general employment market area.

Specific assigned tasks for each position are found in specific job descriptions maintained by the Department's Human Resources Division. Job specifications are developed for each classification through a collaborative effort of the Human Resources Division and County's Personnel Department. Public job announcements for positions are developed and publicized on the web site [www.miamidade.gov](http://www.miamidade.gov), different periodicals and journals as positions become available, or by calling the job hotline number. Files of job descriptions, job specifications and job announcements can be viewed on-line at [http://www.miamidade.gov/emprel/pay\\_plan](http://www.miamidade.gov/emprel/pay_plan).

#### **4.3 Job Analysis and Job Descriptions\***

***Standard:*** Established job descriptions for all positions shall be based on the job analysis and include, at a minimum: duties, responsibilities, and tasks of each position; and minimum level of proficiency necessary in the job-related skills, knowledge, abilities, and behaviors.

Written job description files for the initial creation of positions are maintained by the Department's Human Resources Division. Generic job specifications with minimum qualifications for classifications are maintained on the County's Human Resources Department website.

The job specifications for Park and Recreation Managers, for example, show title, line of authority, scope and range of authorities, duties, functions, responsibilities and the kind of supervision exercised and received. They also include specific education/experience requirements, competencies and special skills.



From specific job descriptions written by management which result in the creation of new classifications, a job specification is developed by the County's Human Resources Department. The Human Resources Department maintains current specifications on its website and completes analyses of its work in files in the Compensation Unit.

#### **4.4 Chief Administrator\***

***Standard:*** There shall be a professionally-qualified administrator who is responsible to the approving authority for the management, direction, and control of the operations and administration of the agency, and who shall have authority to perform such responsibilities.

The position of Chief Administrator of the Miami-Dade Park and Recreation Department is titled Park and Recreation Director. The classification is Exempt and graded as Executive Grade 13 in Miami-Dade County executive grading scale with Grade 18 as the highest. Jack Kardys currently fills the position. He is employed year round and full-time. Mr. Kardys is a seasoned professional with more than 26 years of Park and Recreation experience in the Department. He has a Bachelor's and Master's Degree.

If the Director is incapacitated, off duty or out of town or otherwise unable to act, the system of succession is designated in the following order: Deputy Director of Development, Assistant Director of Operations, and Assistant Director of Administration.

#### **4.5 Physical Examination**

***Standard:*** There should be an established policy governing the provision of physical examinations for employees.

Physical exam procedures for County employees are provided in Administrative Order 7-27 as found in the Personnel Handbook, Miami Dade Park and Recreation Operations Manual entries, and collective bargaining agreements. All physical exams are performed at no cost to the new hire or employee. An initial physical exam is required for all new hires into full-time and part-time positions. Seasonal new hires are required to successfully complete a modified physical which includes a drug/alcohol screening; those hired into high-risk job categories receive a more extensive exam. Employees who are promoted from seasonal to part time or from seasonal/part-time to full-time positions are required to successfully complete a promotional exam; safety-sensitive classifications also require a promotional exam. Some safety-sensitive positions require an annual physical. These are outlined in the Operations Manual.

The need for exams based on "Fitness for Duty" is determined by the Personnel Manager in conjunction with the Administrative Services Division Director of the Human Resources Department.

#### **4.5.1 Workforce Health and Wellness**

***Standard:*** There should be an employee health and wellness program(s) within the agency.

Health care providers provide on-going Health Fairs and information on healthy lifestyles to employees. Additionally the County opened up a fitness center at the SPCC that is available for all county employees to use at a minimal cost of \$6.00 per pay period. Health and fitness information is made available through the fitness center as well.

#### **4.6 Orientation Program**

***Standard:*** There should be an orientation program for all personnel employed by the Agency.

New employees attend both an orientation program offered by the centralized Training Department of the Human Resources Department (ERD) and a program offered by the Parks Department Training Section. The ERD program welcomes the employees to the County and informs them of employment benefits and other working conditions governed by County policies and regulations. Guest speakers cover a wide range of topics such as Performance Evaluations, Sick Leave, Annual Leave, Harassment, Workplace Violence, Ethics, Payroll, Tuition Reimbursement, County Government, Career Advancement, Employee Assistance Program, and membership in the Dade County Federal Credit Union.

The Parks Department also conducts its own orientation to review County policies and regulations and to provide employees with Department-specific information. New employees who are supervisors are also required to attend a Supervisor Certification Program offered by Human Resources Department that provides important information on County policies and procedures as they relate to supervisors. Further work-site orientation is conducted by the employee's supervisor on a one-on-one basis and covers specific information related to the employee's job duties and responsibilities, performance standards, work site rules, Department regulations, etc.

##### **4.6.1 In-Service Training Function**

***Standard:*** There shall be an in-service training function within the agency that is evaluated, updated, and reviewed annually.

Parks Department employees receive on-the-job training opportunities from both the Human Resources Department of Miami-Dade County and the Parks Department Training Section. The Training Section of the Parks Department is responsible for the planning and development of training programs for Department employees, notifying employees of opportunities, scheduling classes, maintaining computerized training records in a customized training database, implementing the training programs, evaluating results and coordinating external training opportunities with outside agencies.



The Parks Department Training Section conducts an annual training assessment to determine the training priorities for the Department and produces a Quarterly Training Calendar that offers training programs on interpersonal and communication skills, supervisory and management skills, Human Resources policies and procedures, equipment operation, maintenance and safety, and computer/information management skills. The training section records attendance and evaluates training effectiveness through evaluations completed after the training.

In addition to the Quarterly Training Calendar, customized training on topics such as Effective Communication, Sexual Harassment, Conflict Resolution and Customer Service is developed and delivered upon request.

#### **4.6.2 Employee Development**

***Standard:*** There should be a program of employee development, available for employees throughout the agency, based on needs of individual employees and future organizational needs.

Career development opportunities are offered to employees on a County-wide basis by the Human Resources Department and on a Departmental level by the Training and Development section of the Human Resources Division. External educational opportunities are also available from professional organizations, private contractors/consultants and local educational institutions. A Tuition Refund Program (50% reimbursable tuition) is available to employees for educational opportunities outside of normal work hours to further their education/training at local accredited institutions. Individual employees are encouraged to meet with the Departmental Training Section to develop a strategy of individual career development.

The Parks Department has offered several career development programs:

##### The STARS (Supervisory Training and Rotation) Program

This was a 6-month training program for Operations supervisors that required them to work onsite at various job locations in the Department. It was designed to broaden their knowledge of the functional areas of the Department. This program was revised. Since 2000, more than 8 supervisors were promoted after completing the program.

##### FIU Recreation Management Certification Program

Developed in cooperation with Florida International University, this 6-course Recreation Management program exposes students to various fields of study such as finance and budgeting, marketing, strategic planning, human resource management, law and liability.

##### Academy for Strategic Management and Executive Development

This program is designed to train and develop senior and mid managers in state-of-the-art strategic management techniques.

##### The Landscape Management Lecture Series

This program was developed in cooperation with Miami-Dade Parks Planning and Development and the Miami-Dade County Cooperative Extension Service to provide training on a variety of topics related to Landscape Development and Maintenance. Landscape Architects and Engineers are eligible to earn CEUs.

PRIDE SLP (Park and Recreation Improving the Delivery of Excellence) (Sterling Leadership Program)

This year-long program was developed as a succession planning program designed to provide employees who are interested in upward mobility a broad overview of the Department. The application process to the program begins with an application submitted and endorsed by the employee's supervisor. Interviews are then conducted by the Assistant Directors to determine a preliminary group to be interviewed by the Director for final selection. The selection protégées are then paired up with a mentor, represented by a member of senior management. Rotational mentoring is also provided to the protégées so they obtain a holistic strategic view of the Department. During the first program, twelve (12) employees were selected to participate. At the end of the year, ten (10) remained.

Additionally, there is a quarterly recognition program entitled, Employee and Supervisor of the Quarter that recognizes two individuals on a quarterly basis for their outstanding achievements and/or excellent customer service. The employee and supervisor receive a \$200 Savings Bond, have breakfast with the Director, and are recognized at the Quarterly Supervisors Meeting.

#### **4.6.3 Succession Planning**

***Standard:*** Agencies should formulate a succession plan to ensure the continued effective performance of the organization by making provisions for the development and replacement of key people over time.

As part of the Department's Succession Plan, critical positions are identified that are currently held by employees who are planning retirement or have twenty or more years of service. Two methods to fill this gap are addressed by either hiring a "designee" in the place of this employee to provide a "shadowing" experience; the other is to provide specific classroom training for potential successors to attend.

PRIDE SLP (Park and Recreation Improving the Delivery of Excellence) (Sterling Leadership Program)

This year-long program was developed as a succession planning program designed to provide interested employees who are interested in upward mobility. The application process to the program begins with an application submitted and endorsed by the employee's supervisor. Interviews are then conducted by the Assistant Directors to determine a preliminary group to be interviewed by the Director for final selection. The selected protégées are then paired up with a mentor, represented by a member of senior management. Rotational mentoring is also provided to the protégées so they obtain a holistic strategic view of the Department. During the first program, twelve (12) employees were selected to participate. At the end of the year, ten (10) remained.



#### **4.6.4 Professional Organization Membership**

***Standard:*** Professional personnel should be active members of their professional organization(s).

Department employees are encouraged to participate in professional organizations and do, in fact, hold membership in local, state, national and international organizations such as FRPA, NRPA, FIPP, APA, ICMA, ASPA, SHRM, ASTD, IFPRA etc. Staff also participates and provides technical expertise on County Selection Committees for RFP's in the areas of Procurement, Information Technology and Employee Insurance.

#### **4.7 Volunteer Management**

***Standard:*** There should be a volunteer management function within the agency, including a comprehensive Volunteer Management Manual.

The Park and Recreation Department is very aware of the benefits of volunteers and use of this resource is long founded in its history. Over the last decade of staff reduction, reduced funding, and the growing need for community services, volunteers have become even more important.

Our Department accepts individual as well as group volunteers. All volunteers are covered under the Worker's Compensation Laws of the State of Florida. A general manual basically describing the use of volunteers will be available for review.

Additionally, Parks Employees volunteer their services as Goodwill Ambassadors throughout the County, specifically during major countywide events and also provide both supervisory and technical skills during all countywide elections.

All Volunteers must undergo a criminal background check in accordance with Chapter 26, Section 39.

##### **4.7.1 Utilization of Volunteers**

***Standard:*** Volunteers should be utilized by the agency in a variety of positions.

Volunteers are utilized in a wide variety of activities from participating in beautification projects at our beaches to providing labor services in hammock restoration with the Natural Areas Management (NAM) unit to providing docent services at Miami-Metrozoo. The "Adopt-a-Natural Area" program promotes citizen volunteers to assist in forest and park management activities. Together with the Environmentally Endangered Lands (EEL) program, NAM holds between 20-25 workdays in which the citizens learn of the importance of native habitats and their restoration. In partnership with the Miami-Dade County Department of Community Action Agency's Greater Miami Service Corps Division, we provide youth enrichment through educational and recreational activities as well as train for employment. Countywide recruitment takes place once a year for volunteers to work during the Sony-Ericsson tennis tournament and other special events as needed.

#### **4.7.2 Recruitment, Selection, Orientation, Training, and Retention**

***Standard:*** There should be an on-going function within the agency for the recruitment, selection, orientation, training and retention of volunteers, including procedures on background screening.

A Volunteer Worker Approval form is completed by the volunteer and forwarded to the Human Resources Division by the Region for a review of the Florida Department of Law Enforcement (FDLE) sexual predator/offender website. Pursuant to Florida Statute 943.04351 (2004) all individuals or groups wishing to volunteer at any park, playground, day care center, or other place where children congregate must undergo a criminal history background check for the purpose of identifying sexual predators and offenders prior to their appointment.

Recruitment of volunteers in most cases is informal, although the Adopt-a-Park program has a volunteer component that is geared toward groups and corporations. Recruits are found among our park users, groups that work cooperatively with us on projects, individuals from educational institutions that need the experience and/or community service hours or individuals interested in providing community service. The selection and approval process is formalized by the Volunteer Worker approval form. It is reviewed by Human Resources and approved at the Region Manager level.

Orientation is received from the County employee supervising the activities of the volunteer. The orientation includes familiarization with the work site, duties that are required, standards that are expected and procedures that must be followed in case of emergencies and other areas. Some orientation information is found on the approval form itself. It outlines some functions/duties that the volunteer is not allowed to perform. These include operating power equipment, driving County vehicles, handling County funds, supervising County employees, performing "lifeguarding" services, or the use/handling of pesticides, herbicides or other hazardous chemicals.

#### **4.7.3 Supervision and Evaluation**

***Standard:*** Agency volunteers should be monitored, should receive supervisory visits and conferences, and be evaluated regarding performance.

The majority of volunteer work is informally reviewed by the site supervisor for adherence to workplace expectations on a day-to-day basis. Monthly volunteer attendance records are kept on long-term volunteers. One day logs are also used for those employees who volunteer for one day events and are classified as short-term volunteers.

#### **4.7.4 Recognition**

***Standard:*** There should be a function within the agency for the recognition for volunteers.

Volunteers throughout the Department are recognized in various ways. At Metrozoo, the volunteers of the Zoological Society are recognized by pins when individuals reach 250, 500, 750, 1000, 1500, 2500, 3000, 4000, 5000, 7500 and 10,000 hours of volunteer services. Volunteers at the Golf Courses receive reduced rate golfing privileges.



Special event volunteers for other areas of the Department are recognized for their service in County Publications, and in local newspapers when they perform services such as Park/Beach Clean-up or other events. Additionally long-term volunteers are recognized annually before the Board of County Commission as well as invited to participate in refreshments with the Department Director.

Through its awards program the Miami-Dade Park and Recreation Department seeks to recognize and pay tribute to those exceptional individuals and organizations in our community that have made outstanding contributions towards the betterment of parks and recreation and conservation stewardship in Miami-Dade County. The following awards are presented annually:

- William Lyman Phillips Award – Named after the renowned landscape architect who oversaw the design of several heritage parks in Miami-Dade - "For excellence in park, recreation and conservation open space planning and design in Miami-Dade County"
- William J. Matheson Award – Named after the donor of Matheson Hammock Park to the County in 1930 - "For outstanding contribution by an individual, foundation, or business entity to the park, recreation, and conservation open space field through sponsorship, philanthropy, or development in Miami-Dade County"
- A.D. "Doug" Barnes Award – Named after the founding Director of Dade County Parks Department - "For outstanding voluntary contribution by an individual or organization of time and effort to improve the quality and quantity of park, recreation, and conservation open space opportunities in Miami-Dade County"
- Charles H. Crandon Award – Named after the former County Commission who was instrumental in getting land donated for park purposes - "For outstanding effort by an elected official to increase park, recreation, and conservation open space opportunities for the residents and visitors of Miami-Dade County"
- C.W. "Chuck" Pezoldt Award - Named in honor of the former Director of the Miami-Dade Park and Recreation Department - "For outstanding community service by an individual or organization to improve the quality and quantity of youth recreation opportunities in Miami-Dade County"

#### **4.7.5 Liability Coverage**

***Standard:*** Agency volunteers should be covered for negligence liability by the agency.

Since volunteers act as agents of the Department and County, they are automatically covered for negligence liability under the County's self-insured professional liability insurance coverage. Additionally they are covered under the Worker's Compensation Laws of the State of Florida as outlined in Section 440 of the Florida Statutes. Worker's Compensation coverage and procedures to follow in cases of injury are spelled out on the Individual and Group Volunteer Worker Approval Form and cover volunteers for medical services only. Any claims must be initiated by the volunteer's supervisor.

## 4.8 Consultants and Contract Employees

***Standard:*** The agency should have policies and procedures regarding the use of consultants and contract employees.

Administrative Order 7-35 on Personnel Policy for Contractual Employment Services states it is policy to retain certain contractual services personnel through an authorized employment agency on an as needed basis, only when an operational need exists and it can be demonstrated that contractual employment is more advantageous to the County than to employ or reassign regular County employees to perform the work. The requesting division or region submits a request for no more than six (6) months through the respective Assistant Director to the Chief of Human Resources for approval. If approved, the Procurement Division is notified for procuring the contractual services personnel. All temporary contractual employees must undergo a criminal background check in accordance with Chapter 26, Section 39 and Resolution 71-05.

Administrative Order 3-39 on the standard process for construction of Capital improvements, acquisition of professional services, construction contracting, change orders and reporting specifically provides Professional Services meaning those services within the scope of the practice of architecture, engineering, landscape architecture, land surveying and mapping, as defined by the laws of the State of Florida; or those performed by an architect, professional engineer, landscape architect, or registered surveyor and mapper in connection with his or her professional employment or practice.

The Board of County Commissioners approved a waiver of formal bid requirements, renewable each year, for the purpose of hiring professional performers, visual artists and associated expenses for engagements at various park venues in an amount not to exceed \$1 million in total, or \$50,000 per performance or exhibition fee. This resolution allows the Division of Arts and Culture, as well as other entities in the Parks Department to successfully contract artists to perform and/or exhibit in venues throughout the County and enrich the cultural life of our citizens.



## **5.0 Financial Management**

### **5.1 Fiscal Policy\***

***Standard:*** Fiscal policies setting guidelines for management and control of revenues, expenditures, and investment of funds shall be set forth clearly in writing, and the legal authority must be clearly established.

The legal authority to establish a Department of Park and Recreation is contained in the Miami-Dade County Code, Article X, Park and Recreation Department Section 2-85 and 2-86. Miami-Dade County controls investments of funds; the Park and Recreation Department controls the expenditure of funds as appropriated by the Board of County Commissioners for operations and capital improvements. Policies are also in Article 4, Section 4.03 of the Home Rule Charter. All relevant documents are available for review.

#### **5.1.1 Fees and Charges\***

***Standard:*** There shall be an established policy on the type of services for what fees and charges may be instituted and the basis for establishing the amount of such fees and charges.

Fees and charges are established by the County Manager in accordance with Section 4.02 of the Miami-Dade County Home Rule Amendment and Charter and Chapter 26 of the Code of Miami-Dade County. Administrative Order 4-119 provides a comprehensive schedule of fees for services, programs, and attractions provided or operated by the Park and Recreation Department and designates the Park and Recreation Department Director the responsibility of administering and collecting fees. Every year, as part of the budget development process, the Director reviews the fees and makes necessary recommendations for changes to the County Manager through the Office of Strategic Business Management (OSBM). The fees are submitted to the Board of County Commissioners and approved as part of the budget ordinance for the following fiscal year. Relevant documents are available for review.

#### **5.1.2 Acceptance of Gifts and Donations**

***Standard:*** The agency should have an established policy for the acceptance of gifts and donations.

Miami-Dade Procedures Manual (page 330), "Gift/Donations To The County", and Administrative Order 1-3, "Gifts To The County" identify the authority to accept or reject gifts in the name of the County, under what circumstances it may be done, what records must be maintained, how all cash gifts should be handled, and what receipts shall be issued. Gifts may occur in the form of material, equipment, services, cash, etc. The Department's Operating Procedures Manual, "Gifts and Donations", Section 6.150 provides detailed guidelines.

All real property accepted by the Department is incorporated into the County Master Plan at an established level of maintenance commensurate with the use and development of the property.

Miami-Dade Parks' Adopt-A-Park Program offers the community a number of "green giving" opportunities to support parks. Specifically, the program consists of: Adopt-A-Tree, Adopt-A-Bench, Adopt-A-Dog Park, Adopt-A-Program, Adopt-A-Trail, and Volunteerism. Through this program, we are reaching out to corporations, individuals, foundations, universities, and all Miami-Dade municipalities for their financial and in-kind support, as well as collaboration on the implementation of our Open Space Master Plan.

### **5.1.3 Governmental Grants**

***Standard:*** Where feasible and appropriate, regional, state and federal grants should be used to supplement agency funding through an established procedure to research, coordinate and implement grants.

The Department's Grant Section maintains records of grant applications, funding source, approval date, amount, and project location. The Section tracks each grant from application through reporting to completion. Examples of award letters and cost sharing projects will be available for review.

The Department's Grant Section maintains records of grant applications, funding source, approval date, amount, and project location. The Section tracks each grant from application through reporting to completion. Examples of award letters and cost sharing projects will be available for review.

The Department has long maintained an aggressive and successful cost-sharing relationship with other levels of government. At time of writing, staff is administering approximately 40 grant projects with a combined value of \$10 million. A summary of the grant projects currently being monitored is available for review.

### **5.1.4 Private, Corporate, and Non-Profit Support**

***Standard:*** Where feasible and appropriate, private, corporate, and non-profit support should be used to supplement agency funding through an established procedure to research, coordinate and implement alternative funding

MDPR's financial status benefits directly and indirectly from many organizations such as the Zoological Society of Florida, Deering Foundation, Park Foundation, Sports Commission, Leisure Access Foundation, and a variety of community based organizations. County Departments that have assisted the Park and Recreation Department in meeting funding requirements of capital improvement projects are the Department of Environmental Resource Management (DERM) and Environmental Endangered Lands (EEL) and the Water and Sewer Department.



The Department has long maintained an aggressive approach to cost sharing. In addition to grants as mentioned in Section 5.1.3, "Trust Accounts" were created to receive and monitor donations for specific purposes. The "Trust Report" is available for review. List of agencies, organizations, and corporations funding programs and facilities is also available.

## **5.2 Fiscal Management Procedures\***

***Standard:*** There shall be established procedures for the fiscal management of the agency.

The budget development process establishes the funding plan and priorities for the fiscal year. The budget ordinance provides the Department with the authority to expend the allocated funds. The responsibility for monitoring expenditures and assuring that expenditures remain within the funding allocation falls on each division and region manager. The "Automated Budget Development System User's Manual" and the "Resource Allocation Manual - Fiscal Year 2009-2010" are documents used in development of the budget submission.

The division and region provide a monthly projection based on budgeted revenues and expenditures. On a monthly basis, the Financial Management and Budget Division generates' a report that compares the actual revenues and expenditures to the projected levels. With this information, those responsible for monitoring performance are able to determine fiscal status. Reports available from On-Demand also provide financial status at the facility level, division level, project level, and fund level. These reports are on-line and available to all levels of management. The monthly financial report includes other reports such as the Facilities Performance by Type, Overtime Report and Travel Report and includes informational reports such as the status of Attrition Savings and the Marina Occupancy Report. Other reports generated by the Finance Division include the Trust Report (Trust and Agency Accounts) and an Accounts Receivable Report. Copies of reports are available.

The Financial Management and Budget Division monitors' financial status of capital improvement projects and assures that expenses fall within project scopes. This division maintains a summary by project reflecting funding source, amount, and scope for the major funding sources such as the Safe Neighborhood Bond Program (SNP), Quality Neighborhood Initiative Bond Program (QNIP), and the Capital Outlay Reserve Fund (CORF). The Financial Management and Budget Division generates' a monthly status report reflecting budget, expenditures, and balance remaining for all capital improvement projects. This monthly report together with any updates to funding availability are discussed and distributed at a monthly review meeting held by the Planning and Development Capital Improvement Coordinator to inform the Director, Assistant Directors, and other pertinent Department staff of the status of capital improvement projects and special projects. Specific procedures for fiscal management are detailed in Article 4 of the Miami-Dade County Home Rule Charter, State Code, County Ordinance, County Administrative Orders, and the Department Operating Manual. Documents mentioned above will be available for review.



### **5.2.1 Authority and Responsibility for Financial Management**

***Standard:*** The agency's chief administrator should be designated as having the authority and responsibility for the fiscal management of the agency.

The Budget Ordinance as approved by the Board of County Commissioners provides the Director with spending authority for the Department Budget and details the projected revenues. Variances from the projected budget resulting from unanticipated expenditure requirements result in either reductions to other expenditures within the approved budget or a mid-year or year end supplemental budget approved by the Board. The Director delegates the authority for fiscal monitoring to the Assistant Director for Administration and the Chief of the Financial Management and Budget Division for budget development and monitoring of revenues and expenditures for the Department

### **5.2.2 Purchasing Procedures**

***Standard:*** Agencies should have established procedures for the requisition and purchase of agency equipment, supplies and services.

Procedures, forms, instructions and guidelines are outlined in Miami-Dade County's "Procurement Guidelines". County Administrative Order 3-38 as approved by the Board of County Commissioners governs the County's processes for the purchase of good and services including professional services. It establishes the roles and responsibilities of the Department of Procurement Management (DPM), methods of purchasing goods and services, and the authority to award contracts. The Park and Recreation Department has more detailed guidelines on the requisition process in the Operating Procedures Manual: "Requisitions" Section 5.001; "Small Purchase Orders" Section 5.002; "Planned Purchases from \$5,001 to \$24,999" Section 5.004; "Purchases Over \$25,000 but less than \$100,000" Section 5.005; "Monitoring and Reporting Vendor Performance" Section 5.014; "Bid Review" Section 5.020; and "Bid Award Recommendation" Section 5.021.

#### **5.2.2.1 Emergency Purchase Procedures**

***Standard:*** There should be established procedures for emergency purchases within the agency.

Miami-Dade County's "Procurement Guidelines" on pages 39 to 41 describes this procedure. The Park and Recreation Department's Operating Procedures Manual provides detailed guidelines under "Emergency Purchases" Section 5.012.

### **5.3 Accounting System\***

***Standard:*** The agency shall have a comprehensive accounting system.

Miami-Dade County processes and tracks accounting and financial activities in the County's Financial Accounting Management Information System know as "FAMIS". This system produces an array of reports in multiple formats as per user requirements. The reports are available on "On-Demand", an archival or stored content system that users can access at any time from their computers.



The reports provide financial information at the facility level, division level, project level, and fund level for both revenues and expenditures. In addition, activities such as on general ledger accounts, accounting adjustments, revenues and expense accounts as well as other kind of financial data are readily available. FAMIS provides information on live data on a daily basis as financial and accounting transactions take place throughout the County.

### **5.3.1 Financial Status Reports**

***Standard:*** The agency should utilize monthly financial status reports.

On a monthly basis, the Financial Management Division generates a comprehensive Financial and Management report that compares the actual revenues and expenditures to the projected levels. With this information, those responsible for monitoring performance are able to determine fiscal status. Reports available from On-Demand also provide financial status at the facility level, division level, project level, and fund level. These reports are on-line and available to all levels of management. The monthly financial report includes other reports such as the Facilities Performance by Type, Overtime Report, Travel Expense Report, Accounts Payable Report, Accounts Receivable Report, Grants Report, Contract Revenue Report and other informational reports such as the status of Attrition Savings and the Marina Occupancy Report. Other reports generated by the Finance Division include the Trust Report (Trust and Agency Accounts) and an Accounts Receivable Report. Copies of reports are available online and are stored on our servers for retrieval and archiving.

The County's financial system produces numerous reports on a daily, monthly, year-to-date, or all years basis. These reports reflect budget, revenue, expenditures, encumbrances and remaining balance as appropriate. Financial reports can be retrieved at the facility, division, project, and fund levels and are available on-line or can be printed by accessing "On-Demand" on the user's personal computer. In addition, monthly financial reports are prepared and distributed to management. The reports are also made available to Department staff on the "parks tree", the Department's data warehouse accessible to each personal computer. Copies of these reports are available for review.

### **5.3.2 Position Authorization**

***Standard:*** There should be established procedures for maintaining control over approved positions in relation to budget authorizations.

As part of the budget development process positions are identified at the facility and section levels to enable the Department to provide programs and services to the community and to provide internal services that support operating areas. The position count is approved by the Board of County Commissioners as part of the annual budget package.

One of the functions of the Department's Chief of Human Resources Division is to control and account for the number and classifications of budgeted positions allocated to the Park and Recreation Department during any fiscal year. This procedure includes submission of a table of organization by division/classification to the Office of Strategic



Business Management (OSBM) for approval and entry into a countywide personnel database.

Additionally, the Chief of Human Resources is responsible for producing the Department's staffing charts. These charts consist of the number of full time positions and part time hours by classification as budgeted at the index code (facility) level and summarized at the division level. Information is also maintained down to the Locator Code/Facility level. A Department database is also maintained of budgeted positions by division with historical information on transfers/deletions or reclassification. A vacancy report is published monthly and distributed to division heads. All reports are available for review.

### **5.3.3 Fiscal Control and Monitoring**

***Standard:*** There should be established procedures used for collecting, safeguarding, and disbursing funds.

Operating Procedures for revenue collection, security and deposit of funds and disbursement are provided for staff to the field level. These policies are reviewed on an annual basis and updated as necessary. The Department has also introduced a comprehensive PCI (Payment Card Industry) audit and policy for all locations that accept and process credit card payments. The Recreation Management System provides detailed revenue information previously only found in the county's legacy system, FAMIS. FAMIS provides information on live data on a daily basis as financial and accounting transactions take place throughout the County. Internal Audits are routinely conducted to ensure compliance with procedures and proper cash handling are occurring at our sites.

### **5.3.4 Independent Audit\***

***Standard:*** There shall be an independent audit of the agency's fiscal activities conducted annually.

Financial audits are performed at the end of every fiscal year by external auditors in preparation for the presentation of the Comprehensive Annual Financial Report. The County's Audit and Management Department auditors also perform compliance, investigative, operational, and procedural internal audits throughout the various County Departments. The Park and Recreation Department also has a self-assessment team that performs procedural and operational performance reviews within the Department. Its purpose is to identify areas of improvement and recommend alternatives designed to improve efficiencies while complying with established procedures.

### **5.4 Annual Budget\***

***Standard:*** There shall be an annual operating and capital improvements budget(s), including both revenues and expenditures.

The Chief of the Financial Management and Budget Division is responsible for the Department's budget development process. However, budget development requires involvement from all areas of the Department.



Internal meetings are held with assistant directors and the Department Director to determine the Department's final budget recommendation for both the operating and capital budgets. The overall process culminates in September when public budget hearings are held before the Board of County Commissioners. At that time, the Board will listen to public input and discuss adjustments to the budget. A final budget is then adopted.

County Administrative Order 3-1 outlines the authority, policy and procedures for making amendments, transfers, or capital outlay substitutions once the Board of County Commissioners approves the budget.

#### **5.4.1 Budget Development Participation**

***Standard:*** The heads of major agency components within the agency should participate in the development of the agency's budget.

Once the Office of Strategic Business Management (OSBM) releases the budget preparation manual, Management and Budget Division staff begins to coordinate the Department's budget development process. Training to access the County's Automated Budget Development System (ABDS) is provided by both OSBM staff and by Management and Budget Division staff. In addition, Financial Management and Budget staff conducts sessions to provide staff with budget preparation guidelines and disseminates budget information relevant to each division.

Operating divisions/regions collect budget recommendations or needs from each of their respective park facilities. Meetings are held to discuss priorities and goals. Also taken into consideration are recommendations that may have been made by the community, community council members, or county commissioners. Each division prepares its budget recommendations, obtains approval from the respective assistant director, and proceeds with formalizing their budget request.

The Budget Analyst from the OSBM provides input to this process as well as the Assistant County Manager representing the County Manager's Office and their goals and objectives for the future.

The "Automated Budget Development User's Manual", the "Annual Budget Submission Manual for Fiscal Year 2009-2010", and internal guidelines used for budget preparation are available for review.

#### **5.4.2 Budget Recommendations**

***Standard:*** Agency components should provide recommendations, based on operational and activity analysis, for use in the development of the agency's budget.

As part of the initial budget preparation process, the various Department Divisions conduct meetings with facility operations and program staff to discuss the up coming years goals in terms of program development and associated budgetary requirement. The Division Offices then transmit these recommendations through the Automated Budget Development System (ABDS).

Increased program needs or new programs are submitted through a Service Enhancement Request that documents the type of program, staffing and Commodity needs and performance measures of the program. Reductions in programs are submitted through a Service Reduction request that details savings that can be achieved through the elimination or reduction of a particular program.

## **5.5 Budget Control**

***Standard:*** There should be procedures for budget control within the agency, including an allotment system, accounting system, frequent reporting of revenues and expenditures, and continuous management review.

The Department produces a monthly comprehensive Financial and Management report that tracks expense and revenue by division. This report compares the figures to budgeted amounts as well as to prior year amounts. These reports are made available to all staff and are reviewed monthly by senior management and are posted on the Parks Tree.

### **5.5.1 Supplemental/Emergency Appropriations**

***Standard:*** There should be established procedures for requesting supplemental or emergency appropriations and fund transfers.

The Office of Strategic and Business Management provides for semi-annual supplemental budget allocations for unanticipated expenses such as employee severance payments, unbudgeted supplemental pay adjustments, and unanticipated operational expenses or revenue shortfalls.

If the budget for a Department requires modification at mid-year or yearend, the modification must be approved by the Board of County Commissioners. Miami-Dade County Administrative Order No. 3-1 outlines the authority, policy and procedure for such modifications, which can be made only by the Board of County Commissioners.

### **5.5.2 Inventory and Fixed Assets Control**

***Standard:*** There should be established procedures for inventory control of agency property, equipment, and other assets.

All Departments are required to complete and submit an annual inventory of assigned capital equipment to the Fixed Assets Manager at the General Services Administration. This task is required by Chapter 274 of Florida Statutes, the Rules of the Auditor General of Florida, and Miami-Dade County Administrative Order 8-2. Department Directors are responsible for the custody and management of all assets assigned to their respective Departments. Specific instructions outlining procedures and the appropriate forms are provided for completing the inventory process. Each Director is required to sign the Inventory Certification Memorandum.



The Department's Operating Procedures Manual "Resale Merchandise Inventory" Section 4.165 provides a basis for inventory control. An annual inventory is taken of all fixed assets and operating supplies. A computerized system is used to assist with ordering and tracking inventories.

The Department-operated warehouse purchase, stores, distributes, and monitors operating supplies for the Department. All capital equipment over \$1,000.00 in cost is tagged and tracked by the County. The Operating Procedures Manual provides guidelines for maintaining, controlling, and keeping track of the Department's capital asset inventory under "Use, Care, Control and Disposal of Capital Equipment" Section 4.110.

## **6.0 Programs and Services Management**

### **6.1 Recreation Programming Plan\***

***Standard:*** The agency shall utilize a recreation programming plan that includes both a long-range plan covering 3-5 years or more that is periodically reviewed and a current-year implementation plan.

As described in the Department's mission statement, our outstanding recreation programs enhance the quality of life for all who participate by providing experiences to stimulate the physical, social, mental and spiritual well being of individuals'. Our programs provide a wide variety of choices from highly structured athletic and arts programs to self-directed fitness and environmental outings, to supervised and unsupervised free play in hundreds of parks around Miami-Dade County.

The Department subscribes to the concepts of Benefits Based Programming, building our programs around increasing self-esteem, decreasing stress and tension and improving physical and mental health. Foundational themes for improving the quality of life for our constituents include promoting the wise use of leisure time, developing an understanding and commitment to preservation and conservation of natural resources and the promotion of human dignity and development through programs that teach resiliency skills such as coping, goals orientation and self-efficiency.

#### **6.1.1 Program and Service Determinants**

***Standard:*** The programs and services provided by the agency shall be based on the conceptual foundations of play, recreation, and leisure; constituent interests and needs; community opportunities; agency philosophy and goals; and experiences desirable for clientele.

The Department's commitment to understanding the needs of its constituents begins with the master planning process for all new facilities which includes public meetings, workshops and surveys of the community to gather the input necessary to develop the program plan. Understanding the community's recreation needs, interests, attitudes and behaviors is essential to the process. Additionally, every 5-7 years the Department commissions a countywide recreation needs assessment study to determine the changes in needs, interests, attitudes and behaviors.

The Board of County Commissioners' appointed Park and Recreation Citizen's Advisory Committee provides monthly input from 13 commission districts regarding current and future programming efforts. The Department measures customer satisfaction through past program surveys which help guide our responsiveness to constituent needs. The quarterly meeting of service area managers with Senior Operations Management and the monthly meeting of the Recreation Committee provide valuable staff input that refine our program offerings.

The Department's recreation programming considers all of the available resources throughout the community and seeks to collaborate and partner with providers to complement Miami Dade County's leisure opportunities.



Dozens of municipal recreation Departments; local YMCA's, Boys and Girls Clubs and other not-for-profit providers; and community based organizations in recreation, sports, arts and culture all offer a variety of programs and facilities that constitute recreational opportunities throughout our community.

In planning our programs we consider where opportunities for collaboration exist, such as artist in residence programs at our African Heritage Cultural Arts Center, and partnerships such as our 40 athletic programs partner in football, baseball, soccer, basketball, softball, roller hockey, etc. Where a distinct deficiency in services is determined, we provide land through long term leases for non-profits like the Boys and Girls Club of Kendall or subcontract our own recreation therapists to service agencies like the County's Community Action Agency to provide recreation therapy to the elderly and disabled.

The leadership role the Department has played in the successful countywide general obligation bond issues in 1996 (\$200 million) and 2004 (\$2.9 billion) are testament to our ability to provide for recreation opportunities throughout the entire community.

The Department's philosophy and goals are derived from the vision and hinge on providing service excellence every day. It is this service ethic that guides our daily activity, encouraging responsible ethical behavior in meeting our community's recreational needs. A basic philosophy that no child will ever be turned away from our after school, sports development and summer programs for lack of ability, aptitude or financial resources provides the community with a level of assurance no other agency or private/non-profit section provider can offer.

The Department employs strategies of social planning through its professional staff for comprehensive community recreation planning; community development through the Community Based Organization and Programming Partner programs promoting collaboration and self help; social marketing through the manipulation of the marketing mix (product, place, promotion, price, physical evidence, people and process) for a variety of recreation opportunities from nature programs to golf to camping to marinas; and social action through our sports development programs for youth in at-risk environments and advocacy and programs for persons with disabilities. The Department's operating regions are accountable for 11 goals and subsequent strategies, which embody this agency's mission and philosophy and review and refine these through the Department's annual business planning process.

Through the combination of needs assessments, community workshops, the Citizen's Advisory Board, surveys (pre and post-transactional) and staff input, the vast array of recreational programs and services found in our inventory target the various constituents' needs throughout our community. We target special populations like youth in at-risk environments within arts and culture and sport development programs, or senior citizens with a variety of programs and persons with disabilities through a philosophy of total inclusion. The Department developed its own Inclusion Team in 2001 designed to cultivate an ethic and mindset in its recreation and management staff that persons with disabilities were to be fully integrated in our programs wherever possible and that segregation according to disability would be prescribed only as a last resort. Since its inception, our summer program has moved from less than 1% to 5% of total participants having some type of disability.



Similarly, as the desire to promote an ethic of environmental and cultural conservation and preservation emerged within our community, the Department and our school system, we developed the Eco Adventures programs designed to provide recreation and education in our nearly 6000 acres of natural areas.

The growing concern for a higher quality of athletic programs provided by volunteer based organizations such as Optimists and Khoury Leagues prompted the Department to develop the "Programming Partnership Ordinance" through the County Commission which requires coaching certification and background checks for all volunteer and paid staff of our community based organizations. The Department's service area managers are certified clinicians through the National Alliance of Youth Sports and provide annual certification for coaches. Parental ethics and sportsmanship are the next steps in providing safe and high quality athletic programs in our community parks.

### **6.1.2 Participant Involvement**

***Standard:*** The agency's development of programs and services should involve participants.

A General Plan process is undertaken that includes meetings and discussions with local residents, groups and associations as well as area Community Councils prior to being submitted to the Board of County Commissioners for approval to ensure that the proposed park meet the needs of the community. The Department utilizes many performance-measuring instruments to ensure constituent needs are met. These include focus groups, household surveys, participant, parent, staff and Disability Services surveys, as well as, pre and post testing of participants in our Children's Trust and Disability Services programs. Organizations and concerned individuals meet with leadership and discuss rules and regulations for use of facilities and programs.

The Department also works closely with a Commission appointed Citizen's Advisory Board, the Trail Glades Range Coordinating Council and the Equestrian Advisory Board when specialized citizen input is required. The Department recently held a Teen Summit involving 14 to 18 year old participants to assist in developing the countywide program for teens. The County also has a Programming Partners program for community based organizations which provide for a variety of operational relationships from running different recreational, cultural or interpretive programs in our facility to being responsible for the total operation and service delivery components of a facility.

Individuals, organizations or corporate group utilize our facilities to provide self directed or in some cases co-sponsored activities and special events in our facilities utilizing our Corporate Event or Special Event process. Additionally, each facility has a suggestion box where participant comments are welcomed. Through these and other methods, participants are involved in planning, conduction activities, policy recommendation and programming throughout the County's park system.



### **6.1.3 Self-Directed Programs and Services**

***Standard:*** The agency should offer self-directed recreation opportunities.

The following is a list of activities provided under general supervision, which allows participants to engage in self-governing activities:

Exercise Trails	Bird Watching	Picnic
Nature Walks	Photography	Basketball
Racquetball	Handball	Volleyball
Snorkeling	Jogging	Boating
Ball Fields	Tot Lots	Canoeing
Campgrounds	Painting	Fishing
Golf	Sport Shooting	Biking
Beaches	Lakes	Tennis

### **6.1.4 Leader-Directed Programs and Services**

***Standard:*** The agency should offer leader-directed recreation opportunities.

The Following is a list of leader-directed services and programs that are provided throughout the Department.

Field Trips to Off-Site Facilities	Eco-Adventure Programs
Youth Leagues	Sports Development Programs
Specialty Camps	After-School Programs
Summer Camps	Outreach Programs
Special Events	Facility Rentals
Workshops/Classes	Clinics
Demonstrations	Interpretive Programs
Disability Services Programs	Senior Citizens Programs
Home School Programs	

### **6.1.5 Facilitated Programs and Services**

***Standard:*** The agency should offer facilitated recreation opportunities.

The following is a list of the groups that the Department has assisted to develop programs, services and development at park facilities.

- Addiction Dance Company
- Arch Creek Trust
- AYSO Soccer Region 450
- Biscayne Nature Center
- BMX Bike Race
- Boys and Girls Club
- Center for Environmental Education
- Community in Schools
- Coral Estates Soccer Club
- Crandon Park Tennis Association
- Everglades Archers
- Flagami KBL
- Girl Scouts and Boy Scouts
- Gold Coast Theatre Company
- Howard Palmetto Khoury League
- Junior Marlins Sport Association
- Key Biscayne Nature Center
- Leisure City/Modello Optimist Club
- Miami-Dade Public Schools
- Miami Friends Baseball
- Miami R.C. Raceway
- Native Plant Society
- New Birth Optimist
- North American Butterfly Association
- Northside Optimist
- Optimist Club of Kendall Hammocks
- Optimist Club of West Kendall
- Palm Springs North Athletic Organization
- Perrine Baseball and Softball Assoc.
- Richmond/Perrine Optimist Club
- South Florida Free Beaches
- South Kendall Optimist
- South Kendall Soccer Club
- Strike Force
- Tamiami Colts
- Tamiami Youth Baseball Association
- Westchester Optimist Club



### 6.1.6 Fee-Based Programs and Services

**Standard:** The agency should offer programs and services for a fee.

There are many examples whereby the Department provides services for a fee. There are programs for a fee operated directly by the Department, as well as programs, rentals and concessions operated under a lease or permit to a private entity. This offers a wide array of services to the participant. The fee manual for all facilities, programs and services offered for a fee is provide as an Exhibit to this section and will be available at the visitation, which includes, but is not limited to, such services as:

Golf Courses	Marinas	Boat Ramps
Sailing	Building Rental	Picnic Shelters and Open Areas
General Park Programs	Arts Programs	Auditoriums
Campgrounds	Swimming Pools	Softball Fields
Stadiums	Kendall Soccer Park	Volleyball
Tennis and Racquetball	Trail Glades Range	Disability Services
Amateur Boxing	Fruit and Spice Park	Parking
Festivals	Eco-Tourism	Track and Field
Deering Estate at Cutler	Miami Metrozoo	Ronald Reagan Equestrian Ctr. @ Tropical Park
	Showmobile, Portable Stage, Bleachers, and Sound System	

### 6.1.7 Cooperative Programming

**Standard:** There should be cooperative programming among the public, commercial, and nonprofit entities.

The Miami-Dade County Park and Recreation Department understands the importance of cooperative programming among and between the Department, commercial entities and nonprofit organizations. These collaborations are essential in providing recreational, cultural, environmental and educational activities that encourage opportunities to strengthen citizen's involvement in providing services to the community. The Department strives to meet the increasing demand for leisure opportunities and to foster individual, social, environmental and economic benefits for all residents and visitors to the County.

The Department has developed a formal process for identifying, selecting and evaluating partners to ensure quality, diversity, and accountability for nonprofit agencies, groups, societies associations, partnerships or individuals whose primary purpose is to provide a community service designed to improve or enhance the well-being of the community of Miami-Dade County. Further, these partnerships and programs are being evaluated to meet the changing needs of the community

## **6.2 Objectives\***

***Standard:*** There shall be specific objectives established for programs or services.

The Department subscribes to the concepts of Benefits Based Programming, building our programs around increasing self-esteem, decreasing stress and tension and improving physical and mental health. Particular focus is currently on youth programs ability to promote healthy activities and reduce childhood obesity. These programs include pre and post exercise testing to measure the improvement in participant's abilities.

Operations Management, along with each Region and Operating Division, maintains objectives, which are related to its defined functions. These objectives are reviewed on a regular basis, such as during business plan preparation, staff meetings, program season, as well as during management performance evaluations.

Additionally, the Department has a number of committees and taskforces (Recreation Committee, Marina Management Committee, Golf Committee, Tennis Committee, Softball Committee, Aquatics Committee, Sports Development Committee, Turf Maintenance Taskforce, Custodial Maintenance Taskforce, Eco-Adventure Taskforce, Inclusion Team) in place, charged with the responsibility to review current practices, insure that, within allocated resources, best business practices are employed and engaging in discussions regarding the value our patrons receive from our program offerings. Examples of these objectives will be provided as an Exhibit to this section and will be available during the team visitation.

## **6.3 Program Evaluation**

***Standard:*** Programs shall be evaluated regularly and systematically based on stated program objectives.

Programs and services are routinely evaluated through Customer Satisfaction Surveys administered to program participants and users. Almost 20 survey tools have been implemented to evaluate programs and services such as Summer Camps, ball field and building rentals, marinas, golf courses, entertainment facilities such as Miami Metrozoo, the Deering Estate at Cutler or Fruit and Spice Park. The surveys are administered in several different manners depending on the business environment. They can be administered annually, periodically, at the end of a particular program or on an ongoing basis offered to each patron utilizing the service. The data generated is utilized to identify areas in which improvement or modification to programs can be effected based on patron identification of the strengths and weaknesses of the particular program or service.

In addition, secret shopper programs are in place to specifically target a particular program or service, either as a result of customer feedback or a management identification of the need.

Other program evaluation tools include Sparkle tours (Service Area Managers – weekly, Region Manager – monthly and Assistant Director – bi- annually), Summer Program Operational Review tours and summer staff surveys.



## **6.4 Outreach to Underserved Populations\***

***Standard:*** The agency shall proactively extend programs and services to residents who may be underserved in the community.

Geographic representations will be available as exhibits during the team visitation. The Department is organized for general service delivery in geographic areas. Specialty operations such as Arts and Culture, Disability Services, Eco-Adventures, Metrozoo, Deering Estate at Cutler, Golf and Marinas are organized along functional lines due to operational requirements and staff expertise as well as consistency in business models and service delivery within the enterprise operations.

Our Arts and Culture Division provides program such "Arts in the Park" and "Magic City Monday" which are used to bring arts and cultural programs to our park participants throughout the County. The Disability Services Division concentrates on providing recreational services to persons with disabilities and their services are also offered on a countywide basis. The needs of economically challenged youth are served through our "Leadership Sites" which makes full-time staff available at parks in neighborhoods of at-risk youth.

All program facilities have vans for the transportation of participants to Sports Development programs, field trips and special events, as well as, after-school pick-up. The Showmobile and portable stage move from site to site for festivals and special events. Eco-Adventures, Metrozoo and the Deering Estate at Cutler all provide a variety of programs and field trip opportunities to park participants as well as the general public and visitors to our community. Scholarships and/or our Fee Reduction Program are available for participants who require financial assistance. Golf Courses and Marinas are located throughout the County to provide services in a specific geographical area.

## **6.5 Scope of Program Opportunities**

***Standard:*** The agency's programs shall provide opportunities in all program fields for various proficiency levels, ability, socio-economic levels, racial and ethnic backgrounds, ages, and gender in accordance with the agency's statement of mission.

Miami-Dade provides a wide scope of program opportunities. A series of program brochures, news letters and pamphlets reflecting program offerings will be provided as Exhibits and available during the team visitation.

## **6.6 Selection of Program Content**

***Standard:*** The selection of program content, specific activities, and opportunities shall be based upon an understanding of individual differences and the culture of the community.

Miami Dade Parks offers a multitude of programs and activities that appeal to a wide variety of individuals and cultural interests. The African Heritage Cultural Arts Center and "Raices Cultural Center" at Millers Park are two examples in which cultural interests were considered in the development, programming and operation of the facilities. Additionally, Region Managers, Service Area Managers, Park Managers, Recreation



Specialists and Recreation Leaders are organized in geographic areas allowing them to be very familiar with the leaders of local organizations and user groups in their areas. For example, dance, art, music and fitness activities make up seniors programs, which occur at nine different facilities from south to north Miami-Dade many of these centers represent different individual as well as cultural interests. The recreation staff surveys participants and facility managers to learn what types of music, dance, art and exercise their population would want. Ongoing communication between recreation staff, facility staff and participants keep the programs on target for each user group.

## **6.7 Community Education for Leisure**

***Standard:*** The agency should have a function to educate the community on the benefits, value

The Department continually educates for leisure providing constituents with ongoing information about the benefits of recreation, sports, arts and culture and free play through our marketing public relations efforts, i.e. printed, electronic media, web site, etc.

The Miami-Dade Parks Summer Camp Fit to Play program focuses on teaching children about being fit and the health benefits of going green with its slogan, "Fit to Play, Green it Up."

The 10-week summer camp promotes daily exercise and nutrition education components that have comprised its popular summer camp program.

Miami-Dade Parks is also adding an environment-friendly component where children will learn how a healthy planet is essential for a healthy child. Children will learn the basics of recycling, water conservation and other eco-friendly behaviors that are beneficial for the life of this planet. The key "Green It Up" components to the program designed to educate kids about the importance of conserving the environment, while getting fit and having fun are The Green Pledge, Recycle, Native Plant, Park Beautification, and the Green Lunch Award.

The summer camp Fit-to-Play program utilizes the President's Physical Fitness Challenge. One component includes providing a pre and post test for physical ability to measure improvements achieved over the length of the program averaging 10 weeks. This program provides fitness and nutrition education through a series of parks programs such as the Eco Trek (hiking), Wet Collect (aquatics) Life Sport (golf/tennis) and Cardio Top 30 (dancing and aerobics).

Each summer the Department joins forces with the Red Cross to kick off the Learn-to-Swim Program at our 15 pools throughout the community. Our Inclusion Team provides the public with information regarding access to our programs for persons with disabilities. Our After-school Programs are coordinated with public schools from where children are transported daily to 30 program sites. Our Sports Development Program teaches teamwork and the fundamentals of flag football, volleyball, basketball, fencing, track and field, tennis and soccer in communities where private and volunteer sports organizations do not exist.



Eco Adventure Program marketing efforts and the programs themselves emphasize the ethic of resource preservation and "leave no trace" impact on the environment as a way to truly enjoy natural areas as a component of Leisure. Arts and Culture programs at our African Heritage and Hispanic Heritage cultural Arts Centers as well as our Arts in Parks programs and performances all promote the various disciplines of visual arts, drama, music and dance as components of Leisure. Similarly, senior programs are designed to provide for and educate seniors on alternative leisure activities. The Department's affiliation with the National Alliance of Youth Sports through the certification of volunteer coaches in our parks provides an important component of leisure education for a highly competitive society.

## **6.8 Program and Service Statistics**

***Standard:*** The agency should collect statistics on its programs and services for evaluation and future program and service development.

MDPR collects and reports performance measures on all of its programs and services utilizing the Active Strategy Enterprise software. Further implementation of the Recreation Management System will automate the collection of data and provide user information. Scorecards reflecting program data will be available for review.

## 7.0 Facility and Land Use Management

### 7.1 Acquisition of Park and Recreation Lands

***Standard:*** The agency should have established policies and procedures for the acquisition of lands for park, recreation, conservation, and historical-cultural purposes.

The Florida State Statute (Chapter 125) establishes the authority for all counties within the State to "acquire land needed for public purposes"...lease or lease-purchase of property for public purposes", "exchange of property", "conveyance of land by county".

In addition, Chapter 11, Article VIII of the Florida Statutes authorizes the Home Rule Charter for Miami-Dade County, which created a self-governing metropolitan government with authority to pass Ordinances relating to the affairs, property, and government of Miami-Dade County.

The Miami-Dade County Charter sets the foundation for park land acquisition in Article 1, Section 1.01(A)(7), which states that the County will "Provide parks, preserves, playgrounds, recreation centers, libraries, museums, and other recreational and cultural facilities and programs." Park land acquisition is driven by several factors including a minimum Level of Service of 2.75 acres of local park land for every 1000 residents in unincorporated areas as mandated by the County's Comprehensive Development Master Plan Recreation Open Space Element 2A.

The Department strives for an equitable distribution of park land throughout the County in order to provide a variety of facilities, services and programming to the community. With 35 incorporated municipalities in Miami-Dade County, Departmental policy is to develop local parks within unincorporated areas and to provide Regional Parks with a variety of facilities to serve all residents. An equitable distribution of facility types and services are offered to ensure that residents throughout the County have access to a full range of park types and recreation opportunities.

The guiding principles, and the overall vision established in the Miami-Dade County Parks and Open Space System Master Plan provides a framework for park land acquisition and development.

To position the department for the future growth, the Miami-Dade Parks System needs to be flexible across a wide range of contexts and based on delivering services in addition to acreage and population. The former model for parks is based on a sub-urban development context which is primarily automobile dependent and assumes the availability of large tracts of land for parks development. This model presents a challenge in a County that is experiencing much of its growth through redevelopment and increased density. The new model for parks acknowledges that the need for parks varies widely across the County depending on the development context, demographics and lifestyles of a particular area. To this end, the criteria developed to guide land acquisition of parks is based on recreation needs and experiences in a particular location within the rural to urban context.



To insure compliance with the expressed community desires, legal mandates and Commission directives, the Department receives annual evaluation by the County's Department of Planning & Zoning regarding meeting concurrency standards for level of service. Any deficiency in Level of Service results in a building moratorium for residential developments within the County. Additional intra-Departmental evaluation occurs on an ongoing basis through Gap Analysis, demographic, statistical and Recreation Planning Program analysis.

The Department has developed Land Acquisition Procedures for purchases and developer dedications.

## **7.2 Development of Areas and Facilities**

***Standard:*** The agency should have established policies and procedures for the development of park and recreation land and facilities.

Chapter 163 of the Florida Statutes requires that county's prepare, adopt and implement a local government comprehensive plan to insure consistency of land development between the State and local government concerning traffic, mass transit, housing, parks, water, sewer, solid waste and drainage. Miami-Dade County has established such a plan for unincorporated and incorporated areas, through Chapter 23A-1 of the Miami-Dade County Code addressing the Comprehensive Development Master Plan (CDMP).

The CDMP addresses general land development guidelines relating to the County's provision of public park and recreation areas within the Recreation and Open Space Element. In this Element, the County defines clear policy and procedures for park related capital improvement projects and includes goals, objectives and provisions for park service areas, level of service, capital priorities, funding, partnerships and connectivity to improve park and recreation opportunities countywide. Specific capital improvement necessary to achieve the above mentioned provisions are further elaborated in two sections of the Capital Improvement Element addressing specific funded and unfunded park and recreation lands projects in priority order.

Priorities for park and recreation system acquisition and development is derived through a variety of sources, including but not limited to, statistical analysis of a Leisure Interest Survey, County Commission recommendations and appropriations, citizen input, public hearings, planning meetings, community organizations, specific donations and appropriations.

Funding for such projects is programmed through a variety of sources, including bonds, general fund allocations, impact fees, grants and loans, etc. As evidence of its commitment to funding projects, the County has passed successive bond issues in 1996, 2000, 2001, 2002 and 2004.

In 1996, the County partnered with the Trust for Public Lands to develop a countywide bond issue in support of park and recreation capital improvements. In response to citizen assessments, the bond issue was designed to enhance the safety of neighborhoods throughout the County by virtue of park acquisitions and improvements.



The \$200 million Safe Neighborhood Parks bond issue included over \$150 million for Department projects.

Over the course of 2000, 2001 and 2002, successive Quality Neighborhood Improvement Programs bonds were passed to address in-fill needs within the unincorporated areas only. They included a range of \$38 million for acquisition, improvement and replacement projects.

In 2004, a larger General Obligation Bond was passed. It was designed to address larger, more costly capital improvement projects that were not already addressed. Projects included housing, drainage, cultural institutions, parks, conservation easements, roadways and community development. At this time, the Park and Recreation Department is preparing to schedule over \$440 million in funded GOB projects.

### **7.3 Defense against Encroachment**

***Standard:*** The agency should have procedures for protecting park and recreation lands and facilities from encroachment.

Miami-Dade County Parks have a clearly defined property boundary. The Department utilizes various means to protect against encroachment; these include property boundary surveys, platting, fences and barriers, signage, active use and park staff inspections. Where the Department has determined that property encroachments have taken place, it can take action through law enforcement powers vested to the Code Compliance Department, or the criminal remedies through law enforcement powers vested to the County Attorney's Office.

Where encroachments not specific to property lines, for example the private use of public parks, the Department relies on enforcement of provisions of Article 7 of the Miami-Dade County Charter that prohibit private, non-park use of Department property. Article 7 states that, "Parks, aquatic preserves, and lands acquired by the County for preservation shall be held in trust for the education, pleasure, and recreation of the public and they shall be used and maintained in a manner which will leave them unimpaired for the enjoyment of future generations as a part of the public's irreplaceable heritage. They shall be protected from commercial development and exploitation and their natural landscape, flora and fauna, and scenic beauties shall be preserved." [\\S0930003\alissa\ATTACHMENTS\Section 7\Attachment 7-3.pdf](#) Select portions of Article 7 were amended to improve its functionality in 2000.

### **7.4 Disposal of Lands**

***Standard:*** The agency should have established procedures regarding the disposal of park and recreation lands.

Miami-Dade County Administrative Order 8-4 specifies the general procedures for disposition of County-Owned property. It authorizes the County to dispose of lands through sale, donation, trade or surplus, subject to review by the Planning Advisory Board and approval by the Board of County Commission.



Article 7 of the Miami-Dade County Charter restricts the disposal of lands designated as public park property. Park land is to remain available for recreation, preservation and public use in perpetuity. The Charter establishes that "Parks, aquatic preserves, and lands acquired by the County for preservation shall be held in trust for the education, pleasure, and recreation of the public and they shall be used and maintained in a manner which will leave them unimpaired for the enjoyment of future generations as a part of the public's irreplaceable heritage."

MDPR periodically transfers local parks to municipalities upon incorporation. As unincorporated lands become municipalities, provisions of the Comprehensive Development Master Plan, Recreation Open Space Element, allow the Department to convey local parks within their physical boundaries directly to them. Pursuant to Inter-local Agreements, the Board of County Commissioners approves the conveyance of these lands by deed.

On rare occasions, the department seeks to sell or surplus park-land. Article 7, as amended, places great restrictions on the disposal of park-land and requires a countywide referendum prior to disposal.

### **7.5 Maintenance and Operations Management Plan\***

***Standard:*** There shall be an established maintenance and operations plan for management of the agency's park and recreation areas, facilities, and equipment.

The department has developed a number of tools to assist with Maintenance and Operations Management, most of which are in the form of specific manuals or procedural manuals. The Maintenance Manual is designed to provide a broad over view of the most common areas of maintenance usually found in a park system. This is supplemented with more detailed manuals dealing with specific maintenance areas such as; Custodial Maintenance, a soon to be completed Integrated Pest Management Plan and Performance Evaluation Program. The Performance Evaluation Program along with the Customer Service Level and facility Maintenance Evaluation continues to provide a systematic method for evaluating operational performance on a periodic basis. In addition to these general manuals the department uses special area or services operating Procedure Manuals that deal with a specific area of operation. These would include, but are not limited to the; Marina Operations Manual, Golf Operations Manual; Fleet Management Plan and Facility Maintenance Plan and Procedures. Copies of the manuals, programs and reports are on file in the Administrative Office.

The department continues to develop and use "Design Standards" to assist in-house staff and consultants when designing new facilities and doing renovations at existing facilities. All of the benefits of standardization; quicker replacement, less inventory, lower costs, etc. are still applicable. Sample boards and specifications are available in the A&E Division.

### **7.5.1 Facility Legal Requirements**

**Standard:** There should be a regular review of legal requirements related to facilities, such as licenses, sanitary regulations, fire laws, and safety measures, and inspections of adherence thereto.

On-going reviews and inspections comply with local, state and federal regulations and are monitored through various reports.

- Monthly status reports on the condition of vehicles, facilities, and equipment are prepared for Fleet Management.
- Biannual reports on special facilities such as Metrozoo and other surplus Federal or grant recipient property are prepared to meet certain requirements applicable to their operations.
- Concurrency related reports are prepared to document the minimum amounts of local recreation open space available to satisfy the Recreation Open Space Level of Service standard.
- Annual surveys, assessment reports and certifications concerning the condition of buildings older than 40 years to insure that they minimally comply with current County safe building practices and Crandon Park 40 Recertification).
- Weekly meetings with the County Attorney's Office to discuss all active legal issues with respect to contracts, agreements, easements, etc.
- Monthly playground inspections to evaluate the conditions of equipment, surfaces and fall zones and other hazards. Approximately 1400 individual playground inspections per year take place (Attached).
- Daily safety inspections of park grounds and facilities by certified staff to proactively identify and eliminate public hazardous conditions.
- Ongoing electrical safety surveys and inspections to proactively identify and eliminate public hazardous conditions.
- Certification and accreditation reports on Miami-Metrozoo to demonstrate professional practices and animal handling compliance with Federal standards.
- Monitoring State and Federal legislative sessions for new laws affecting the provision of park and recreation programs.

### **7.5.2 Preventive Maintenance Plan**

**Standard:** There should be a comprehensive preventive maintenance plan, which incorporates a preventative program for each facility that includes regularly scheduled systematic inspections and detailed safety checks.

Part of the department's 3-tier facility plan is a program maintenance component which focuses on preventative maintenance. Preventative maintenance programs organize facility maintenance operations by function and geographic zone. Staff is organized and committed to carry out a specific program and tasks in a pre-determined, scheduled manner. Specific programs include; Park Technician, HVAC Maintenance, Signage, Irrigation, Pools, Playground Safety, and Security Lighting.



Each program has its own set of specific parameters, checklists and procedures that are followed. All programs organize these functions to meet the maintenance needs within a geographic zone to maximize efficiency. Scope of services is determined based on available fiscal year funding and prioritized based on facility size and condition.

The programs are detailed in the department's Facilities and Maintenance Plan and Procedures manual.

### **7.5.3 Recycling**

***Standard:*** There should be a recycling program for park and recreation facilities as well as the agency's administrative offices.

Miami-Dade Park and Recreation as a Department of the County participates eagerly in office paper and cardboard recycling at the Department's administration building and through the Department's warehouse under a county-wide contract. In addition to paper and cardboard MDPR recycles through its warehouse, toner cartridges, batteries (both rechargeable and non rechargeable) and has implemented a reusable cardboard box program. Many other Department recyclables, either at the warehouse or at our Shop's facility, are: tires, automobile batteries, used oil, used oil filters, solvents, and wooden pallets.

Recycling at Metrozoo encompasses everything mentioned and more. Metrozoo has recycling programs for glass, plastic and aluminum food and beverage containers and reuses much of its printed materials. Additional programs at Metrozoo include reusing tree and bush trimming as mulch and providing free mulch to the local residents.

The Recreation and Marina Divisions have identified programs suitable for their respective areas. Summer camp recycling via the "Green It Up" summer camp campaign combined environmentally friendly education with hands on recycling for the participants during camp. The educational component included the kids creating, building, implementing and operating their own recycling programs. The Marinas, in conjunction with the Florida Department of Environmental Protection's (FDEP) Clean Marina Program Designation and the Miami-Dade County Department of Environmental Resource Management (DERM) recycle used oil and filters, batteries, and provide boater education for everything from Manatee Protection to waterway management issues. Additionally, the Miami-Dade County Park and Recreation Department annually participates in two Coastal Cleanups sponsored by FDEP and DERM each year and those cleanups have resulted in tons of garbage and trash being removed from our marinas, beaches and coastal shoreline areas of Miami-Dade County.

### **7.6 Fleet Management Plan**

***Standard:*** The agency should have an established fleet management plan comprised of an inventory and maintenance schedule of all vehicles and other major equipment, annual inspections, and a replacement schedule.

The County's General Service Administration (GSA) Department handles the maintenance of all light vehicles for all Departments through their Fleet Management Plan.



The Fleet Management Plan outlines information relating to vehicle/equipment maintenance and inventory procedures. The plan incorporates procedures for obtaining and maintaining the Department's vehicles and equipment. A variety of systems are utilized for tracking, scheduling, and inventory control and monitoring. Further details are outlined in the GSA Fleet Management Plan. A copy of this plan is available for review.

The County's General Service Administration (GSA) Department handles the maintenance of all light vehicles for all Departments through their Fleet Management plan. The Fleet Management Plan outlines information relating to vehicle/equipment maintenance and inventory procedures. The plan incorporates procedures for obtaining and maintaining the Department's vehicles and equipment. A variety of systems are utilized for tracking, scheduling, and inventory control and monitoring. Further details are outlined in the GSA Fleet Management Plan. A copy of this plan is available for review.

### **7.7 Agency-Owned Equipment and Property**

***Standard:*** There should be policies and procedures for the management of and accountability for agency-owned equipment and property.

All property and equipment purchased and maintained by the County is done so pursuant to Administrative Order 8-2. This requires that property purchased by the Department is assigned a property number, managed as a capital asset, inventoried, and maintained by the County and Department within respective databases. County property is retained within the Property Appraisers database of taxable property and includes information relative to size, location, legal description and recording data. Changes to Department park property is updated continually through adjustments to ownership, address, zoning, acres and legal description. Departmental property is retained in the Property Management database that tracks all assets relative to property, facilities, agreements, acquisitions and related documents. Changes to Department park property is updated continually through adjustments to property attributes.

All equipment purchases are outlined in the Manual of Operating Procedures guideline 4.110 "Use, Care, Control and Disposal of Capital Equipment". Maintenance Mechanics throughout the Department are responsible for keeping equipment ready for duty. Light vehicles are managed and maintained through the GSA vehicle maintenance program, while heavy vehicles are maintained by maintenance mechanics within the Department, or original equipment mechanics provided by manufacturers.

### **7.8 Natural Resource Management and Environmental Stewardship\***

***Standard:*** There shall be environmentally sound policies and procedures that are integral to all operations.

MDPR has developed standards for the identification, compatible use, protection, preservation and management of Department Natural Areas. These standards were developed through a unique "Conservation Partnership" formed between MDPR, the Florida Chapter of The Nature Conservancy, Fairchild Tropical Garden and others, with funding assistance from the Elizabeth Ordway Dunn Foundation in 1989. In 2004, a Natural Areas Management Plan was developed that addresses management issues in all preserves managed by the County.



Presently over 21,600 acres of natural area have been identified under the ownership or management control of the County scattered on 93 different sites. In 2004, MDPH enrolled 17 of its most critical natural areas in the Environmentally Endangered Lands Program which made the sites eligible for management funding. There are 20 Natural Areas Protection Plans, which have been written to date, detailing specific management challenges on a site-by-site basis. Recommendations in the plans have successfully protected sites from degradation, and are being used by Park Managers, Park Planners, and the Natural Areas Management Division. Copies are available on-site. The protection of rare, threatened and endangered plant populations is a high priority for the Department, which is in year seven of a ten year agreement with Fairchild Tropical Botanic Garden. Fairchild conducts monitoring, mapping and other research to ensure the conservation of rare plants in park preserves.

Active Management is ongoing within Miami-Dade Parks Natural Areas. It begins and ends with the site specific Natural Area Management Plans produced for each area maintained. The Department has been looked upon as a leader the Management of Urban Natural Areas in South Florida. More recently, the Department has extended resource management practices to the removal of nuisance species in the form of feral and exotic animals like cats, pigs, snakes and other animals that would adversely impact natural areas.

The Natural Area Management Division's restoration efforts have received state and national recognition. The Florida Chapter of The Nature Conservancy awarded NAM its 1997 Public Service Award. NAM received the 1997 Ecosystem Restoration Award from the Florida Urban Forestry Council for innovative techniques in forest recovery, preservation and management. Also in 1997, Secretary of the Interior Bruce Babbitt presented NAM with its Community Environmental Restoration Award. In 2001 and 2002, NAM received a total of three awards from the Florida Native Plant Society for excellence in ecosystem restoration.

## **7.9 Environmental Sustainability**

***Standard:*** The agency should have an established environmental sustainability policy that addresses energy conservation, environmentally preferable purchasing, water conservation/quality protection and sustainable design/construction of buildings and facilities.

Miami-Dade County Resolutions (R-1200-05 and R 1309-07) and Implementing Order (I.O. 8.8) established the Sustainable Building Program to incorporate sustainable building measures for the development, design, construction, renovation and maintenance of all County owned, financed, or operated buildings.

Additionally, the County and specifically the Parks Department adopted the Leadership in Energy and Environmental Design (LEED) nationally accepted benchmark for the design, construction and operation of green buildings. LEED-NC (New Construction) has been in place since 2007 and for LEED-EB (Existing Buildings) is being implemented where renovation projects are contemplated. 14 members of the Department's development staff are currently LEED certified.



Miami-Dade County through its Department of Procurement Management is in the process of implementing an Administrative Order creating a Sustainable Purchasing Policy. This policy is established in order to meet the needs of the current generation without compromising future generation's ability to meet their own needs. This policy is designed to purchase materials, products and services that integrate fiscal, social and environmental responsibility and stewardship. Other objectives of the policy are to purchase products that conserve energy and water, reduce greenhouse gas emissions, are durable and lead and mercury free. Also, these products should include recycled content, use unbleached or chlorine free manufacturing processes resulting in the reduction of the hazards to workers and the community.

MDPR purchasing and warehouse has identified many of these products, commodities and services that are environmentally friendly. Products for cleaning and disinfecting, recycled paper, and soy based ink have been in use since 2004.

MDPR as part of the County is tracking its greenhouse gas emissions through a reduction in fuel use and consumption by voluntarily joining the Chicago Climate Exchange, Inc. (CCX). Identifying a baseline and voluntarily reducing emissions by 6% over a five year period the Department expects to realize a financial savings as well as an environmental one.

### **7.10 Maintenance Personnel Assignment**

***Standard:*** The agency should have procedures for the assignment of competent personnel with clearly defined duties for routine maintenance, repairs and minor improvements, general cleanliness and overall attractiveness of areas, facilities, and equipment.

The Department's organization includes the Construction and Maintenance Division that is responsible for the routine maintenance, preventative maintenance, life cycle maintenance and equipment maintenance services for the Department. Trades include carpentry, electrical, plumbing, HVAC, locksmith, sign shop, welding, program maintenance, small engine repair and heavy equipment services. Also included in the division are automotive service employees who maintain small equipment such as weed eaters and mowers to heavy equipment such as backhoes and graders. Employees are selected based on pre-set job descriptions including experience and licensing requirements. Employees are required to complete continuing education coursework to maintain their licensing on an annual basis. Job descriptions and tables of organization are available for review.

An internal work order system is utilized by supervisors to manage and assign workload. Work requests are submitted by park managers, reviewed for scope and funding and assigned by supervisors to tradesmen to complete. Labor, equipment, and material usage is documented at the work order level. Estimating and material take-off and ordering and on-site job management is performed by the supervisors.

The department's facility maintenance plan and procedures manual details the work management processes.

Operational staff and roving crews perform grounds maintenance and general janitorial functions. Park grounds maintenance crews are geographically assigned by operating Region and or fixed park locations.



Grounds maintenance, i.e. mowing, trimming, pick sticking, trash removal, fertilizing, etc. is performed on a assigned annual schedule designated as maintenance cycles. These cycles vary by function and park classification and range from 4 to 52 cycles per year.

Other routine maintenance functions include restroom and building custodial services, picnic shelter and cooking grill maintenance, Playground (tot lot) maintenance, etc. The reduction in number of full time maintenance staff has resulted in more reliance on the use of part-time employees. To better manage these resources a program has been developed and implements in the major metropolitan parks to track pay period by pay period how many hours each employee has worked on specific maintenance functions such as mowing, litter control custodial services, etc. By analyzing this data a level of service or standard can be directly correlated to the amount of time dedicated to completing each of these functions.

### **7.11 Capital Asset Depreciation and Replacement**

***Standard:*** The agency should have an established depreciation and replacement schedule for all park and recreation capital assets.

A copy of the light fleet replacement schedule is on file and available for review. The Department is particularly involved in the countywide light fleet replacement and reduction program. The Department has a Replacement Schedule for Heavy Equipment which is based upon the age and repair cost history of the equipment. Replacement of Heavy Equipment requires budgeted capital funding which has been cut due to budget constraints. Therefore, the schedule of replacement has been affected by the shortage of funds available for replacement of Heavy Equipment.

## **8.0 Public Safety, Law Enforcement and Security**

### **8.1 Laws and Ordinances\***

***Standard:*** Public safety and law enforcement within parks and recreation areas and facilities shall be governed by laws and ordinances, some of which may be enacted specifically for the control and management of parks and recreation areas and facilities.

In addition to general laws and ordinances, the Miami-Dade Park and Recreation Department has enacted Chapter 26 of the Miami-Dade County Code. These establish the Rules and Regulations that apply to all MDPR properties and establish enforceable guidelines pertaining to activities within County Parks. The MDPR Rules and Regulations are incorporated as part of the Operating Procedures Manual and are also published in booklet form for Park Managers to use when discussing compliance issues with patrons.

### **8.2 Authority to Enforce Laws by Law Enforcement Officers\***

***Standard:*** The authority of Law Enforcement Officers to enforce laws and ordinances pertaining specifically to activity within parks and recreation areas and facilities shall be clearly established to ensure that enforcement actions are upheld.

Miami-Dade County Code, Ordinance No. 81-5, establishes and delegates limited law enforcement powers and functions to the Department of Parks and Recreation through the use of Park Enforcement Specialist/Officers. The Park Officers are unarmed and exist primarily to provide assistance and information, but do have the ability to write citations for non-moving traffic violations, littering within the parks and other civil violations. If a Park Officer encounters a situation through the course of their duties that requires police response, service is provided primarily by the Miami-Dade Police Department as set forth in Chapter 26 of the Miami-Dade County Code. However, any neighboring municipality can assist if the situation is within their jurisdiction. All Park Officers work closely with the police and with the Chief Park Officer who serves as principal liaison for the Department.

### **8.3 Law Enforcement Officer Training**

***Standard:*** Law enforcement officers with the authority to enforce laws within areas and facilities under the jurisdiction of the agency must have proper training in order to carry out their roles and responsibilities.

Park Enforcement Specialist/Officers are certified through a training course conducted at the Miami-Dade Police Department's Training Bureau (best known as the Metropolitan Police Institute /Academy) and through Miami-Dade College.

The Parking Enforcement Specialist Training (PEST) is also covered through this certification. Specifically, PEST is a 48-hour course that is given at Miami-Dade College by certified instructors of the Criminal Justice Institute. The course is designed to give the basis or foundation for the identification and enforcement of Federal, State and County laws as they relate to non-moving traffic violations.



A course outline will be available at the visitation. This course is given to newly hired Park Officers in conjunction with the Park Officer Certification course as part of their in-processing training. On-The-Job and in-house training is provided by the Chief Park Officer who is certified through the Florida Criminal Justice Standards and Training as a Police Instructor, along with subordinate supervisory staff in areas of traffic and crowd control, report writing, patrolling/observation, public relations and affirmative action.

Vehicle and Traffic control are included within an ongoing (on the job) training program for Park Officers and is a duty performed while on MDPR property only. On public rights-of-way, Miami-Dade Police or Florida Highway Patrol (FHP) performs this function. Appropriate equipment (safety vests and lights) is issued to all Park Officers. Traffic control training is given to all Park Officers via the Miami-Dade Police Training Bureau Staff during the certification process while attending the "Park Officer Academy". Training is also obtained by the Park Officers during the "Parking Enforcement Specialist Training (PEST)" course at Miami-Dade College. Additional training is provided "in-house" by the Chief Park Officer.

#### **8.4 Public Safety and Law Enforcement Role of Agency Staff\***

***Standard:*** Agency staff has a role in educating and informing patrons of laws, ordinances, rules and regulations that apply to parks and recreation areas and facilities. This role and level of authority shall be established through policy directive.

Park Managers have first line responsibility to inform patrons of Park Rules and Regulations and attempt to do so in a positive, non-confrontational manner. Staff is provided pocket size booklets containing the Park Rules and Regulations to assist them in this effort which are utilized to provide documentation to patrons that in fact the rule is as enacted. The significant cultural diversity of the community makes this a particularly sensitive interaction, as the backgrounds of many MDPR patrons may have very different norms than typically found in other parts of the Country.

##### **8.4.1 Staff Liaison to Law Enforcement Officers**

***Standard:*** There should be formalized liaison assignments for agency staff to the official law enforcement officers providing public safety and law enforcement service to the agency.

The Park Safety and Enforcement Division staff the responsibility and liaison with law enforcement personnel. In addition, Park Managers also establish a less formal working relationship with Police specifically working within their geographic area.

##### **8.4.2 Public Safety and Law Enforcement In-Service Training for Staff**

***Standard:*** Agency staff should understand their role in public safety and law enforcement and relationships with law enforcement officers having jurisdiction within parks and recreation areas and facilities.

In-house training to Park Enforcement Specialist/Officers are conducted quarterly by certified instructors through a training course conducted by the Miami-Dade Police Department's Training Bureau (Metropolitan Police Institute) through Miami-Dade



College, FEMA, Homeland Security programs, US Coast Guard, INS, Customs and Border Patrol, parking enforcement training, driving, traffic control and Miami-Dade County Institute. Courses are designed to give the basis foundation and help identify goals and objective. This course is given to newly hired Park Officers in conjunction with the Park Officer Certification course as part of their in-processing training. On-The-Job and in-house training is provided by the Chief Park Officer who is certified through the Florida Criminal Justice Standards and Training as a Police Instructor. Additional training is provided "in-house" by Supervisors as needed.

### **8.4.3 Handling of Disruptive Behavior**

***Standard:*** There should be established procedures prescribed for agency staff for response to disruptive behavior at agency areas and facilities.

Training in interpersonal relations is provided to Park Officers within the certification course curriculum. If problems or disturbances cannot be resolved in a peaceful, helpful manner, by the facility manager and/or their staff or Park Officers, the Miami-Dade Police Department will be contacted for assistance to prevent further disturbance or danger to other patrons. Disruptive behavior is also discussed in the Park and Recreation Department Rules and Regulations, Chapter 26 of the Miami-Dade County Code. In major events, potential disruptive behavior is addressed in the required Special Events Permit. Part of the procedure for obtaining a Special Events Permit requires that security issues be reviewed and considered according to the size and conditions of the event. Administrative Order 8-3 Section 1 – Park Classifications and Restrictions, unreasonable and disruptive noise and behavior that disrupts the normal activities within a facility is addressed.

### **8.4.4 Traffic Control, Parking Plans, and Crowd Control**

***Standard:*** Large-scale events hosted or facilitated by the agency require planning and coordination of traffic; parking and crowd control should be coordinated with the official law enforcement agency having jurisdiction over the affected areas.

In the event of a large activity at any given park, the Park Manager along with the Chief Park Officer will contact the local police agency to receive support for traffic flow. The police, with the assistance of the Park Officers, will ensure traffic flow to adjacent public roadways. Traffic Plans for certain major parks are included in the Department's Security Plan. The plan has been reviewed and updated as of 2008. Staff formulates Traffic Plans for other parks/events.

On occasion, a public right-of-way may be closed to better accommodate a special event or situation. In such cases, a "temporary road closing" permit is applied for and obtained through Miami-Dade County's Public Works Department. More commonly, and for various reasons, traffic patterns within a park are similarly modified. In both instances basic training received by Park Officers is utilized in planning and implementing these controls. Park Officers will utilize barricades or their vehicles to alter the flow of traffic as needed. Miami-Dade Police will be called to assist in large or hazardous situations.

In addition, the MDPR Special Event Permit details requirements for private special event promoters in terms of traffic control and security.



#### **8.4.5 Handling of Evidentiary Items**

***Standard:*** Procedures should be established that guide agency staff in the preservation and handling of evidentiary items from discovery until transferred to the appropriate law enforcement authority.

The Miami-Dade County Park Officers have limited law enforcement powers; therefore, handling of evidence is not applicable. Park Officers do not have powers to arrest, nor do they conduct a search or make seizures of any property; they may only try to detain a person if appropriate. Should evidence be apparent, the standing order is to contact the local law enforcement agency, at no time is a Park Officer to handle critical evidence, as this is a police function. The Park Officer will secure a scene to preserve evidence as much as possible. Facility managers and their staff are aware of the importance of keeping the public clear of an area designated as a scene and the basic preservation of physical evidence by not handling or allowing others to handle anything associated with the scene until Police arrives on the scene.

#### **8.5 General Security Plan\***

***Standard:*** The agency shall have a comprehensive general security plan addressing all major areas, buildings and facilities under its jurisdiction.

Pursuant to a General Security Plan, each facility formulates and executes their individual security plan. These plans are prepared with the assistance of the Chief Park Officer and the local Police Agencies. The General Security Plan contains guidelines for site security, building security, program safety, traffic flow, etc. Should major problems arise after regular work hours, they are channeled through a 24-hour duty officer. Should a countywide emergency arise (hurricane, change in Caribbean government, mass celebration or demonstration, nuclear disaster, etc.), the Department executes appropriate procedures contained in several Emergency Operations Manuals and Policies such as; the Change in Caribbean Government Plan, Celebration & Demonstration Contingency Plan, and the Continuity of Operations Plan (COOP) as contained in the overall Emergency Operations Plan. All of these activities are coordinated with the County's Office of Emergency Management. Chapter 8B of the Code of Miami-Dade County, Emergency Management, establishes the County policy in emergency situations.

#### **8.6 Emergency Management Plan**

***Standard:*** Park and recreation agencies, having roles in emergency management systems within their local jurisdiction, should be aware of the applicable operations plan.

In coordination with the Department of Emergency Management, MDPR has developed an Emergency Operations Plan that details responsibilities of staff should a state of emergency be declared. Although primarily utilized during severe weather events such as a hurricane, the plan also addresses potential Homeland Security breaches and localized issues such as mass Cuban migration.

The plan is developed and implemented in conjunction with other County agencies, State and Federal agencies and other private entities that may have a significant role in an emergency event.

### **8.6.1 In-Service Training for Agency Staff**

***Standard:*** Through the use of in-service training, agency personnel should understand their role in ongoing security and emergency management.

Park Officers are certified through a training course conducted at the Miami-Dade Police Department's Training Bureau (best known as the Police Academy).

Miami-Dade College provides numerous of other training like, Parking Enforcement Specialist Training (PEST) certification. Through certified instructors of the Criminal Justice Institute on Staff training are scheduled to keep up with industries standards and Law Enforcement up-dates. Courses are designed to give the basis training under State of Florida guidelines, training under Federal guidelines like "FEMA" and Homeland Security are provide in-house via on-line training.

#### **In-Service training for State and County laws as they relate to Law Enforcement and Security violations:**

This course is given to newly hired Park Officers in conjunction with the Park Officer Certification course as part of their in-processing training. On-The-Job Training is provided by the Chief Park Officer and his subordinate supervisory staff in areas of traffic and crowd control, report writing, patrolling/observation, public relations and affirmative action, etc.



## **9.0 Risk Management**

### **9.1 Risk Management Plan\***

***Standard:*** There shall be a risk management plan reviewed on a regular basis which encompasses analysis of risk exposure, control approaches and financial impact for the agency.

The basis of the Risk Management Plan can be found in the Miami-Dade County Safety Manual in the Personnel Handbook. The Director, GSA Risk Management Division is empowered and authorized to establish and maintain an effective County-wide Risk Management Program. The program includes the administration of a comprehensive, integrated and coordinated Miami-Dade Safety and Loss Prevention Program aimed at ensuring the safety of the public, county employees and county resources. The Safety Office of the GSA Risk Management Division develops implements, administers, updates and revises the comprehensive Miami-Dade Safety and Loss Prevention Program. This includes the identification, prevention, control and correction of unsafe conditions; oversees testing and abatement of hazardous substances or conditions; promotes safety awareness through training; provides to management statistical information of accident & liability data; ensures Property Conservation and Loss Prevention methods are implemented; maintains records on accidents and evaluates Departmental compliance with mandated programs; participates with the Office of Emergency Management on matters related to Homeland Security and the securing of our facilities and marinas.

#### **9.1.1 Statement of Policy**

***Standard:*** The agency should have a policy for risk management that is approved by the proper authority.

The Risk Management Policy of the Miami-Dade Park and Recreation Department is outlined in Administrative Order 7-14 titled Safety and Loss Prevention. A copy of the AO is included in the Departmental Personnel Handbook. This AO outlines the responsibilities of Department Directors, Director of Risk Management Divisions and the employees of the Risk Management Division, Office of Safety. It also serves to establish reporting procedures to be followed in case of death or injury to a County employee or member of the public involving County property or damage to County property. The detailed procedures are also found in the Miami-Dade County Safety Manual that is also a part of the Departmental Personnel Handbook provided each supervisor.

## **9.1.2 Risk Management Operations Manual**

***Standard:*** There should be a manual(s) of operating procedures for carrying out the risk management plan, accessible to all agency personnel.

Operational procedures of Miami-Dade County's Risk Management Plan are found in the Miami-Dade County Safety Manual published by the Office of Safety, Loss Prevention Unit, Risk Management Division, General Services Administration Department. A copy of this manual is found in the Park and Recreation Department's Personnel Handbook distributed to each supervisor.

### **9.1.2.1 Accident and Incident Reports**

***Standard:*** There should be established procedures for reporting accidents and incidents and analysis of accident and incident reports.

The Risk Management Division of the General Services Administration Department maintains a Risk Management Information System that includes Worker's Compensation, General Liability, Auto Liability and Automobile Physical Damage Risks. A bi-annual Claims Activity Report is published and distributed by the Human Resources Division of the Park and Recreation Department. These statistics are collected from the Risk Management Information System and distributed to Management in the Parks Department in order to assess trends and minimize risks. Facilities are inspected by the Departmental Safety Officer to identify liability/risk situations and make recommendations to Management. A report outlining these situations is sent to the Region and/or Facility Manager. Additionally employees are provided safety talks, safety procedures and are provided with personal protective equipment to help reduce accidents.

Accidents and other problems are documented on various forms depending on the type of incident.

- First Aid and Minor Injury log
- Unusual Incident Report (UIR)
- Park Officer Daily Worksheet
- Notice of Automobile Incident Report
- Notice of Accident other than Automobile
- Notice of Injury

The procedures on how to complete a report are described in the Department Manual of Operating Procedures, County and Unit Manuals. A log of events is maintained by the 24-hour duty officers, periodic analysis of which reveals trends, weaknesses, and geographical information, etc.



### **9.1.3 Personnel Involvement and Training**

***Standard:*** The risk management function within the agency should involve active interaction among personnel at all levels.

The Department has a Safety Committee comprised of employees from each divisional Unit or geographic area. Quarterly meetings are held to review all accidents/injuries from the previous quarter and classify them as preventable/non-preventable and to recommend disciplinary action if appropriate. A summary of all other incidents (patron injuries, property damage, vandalism, theft, etc.) is also reviewed. Based on the statistical information on workplace injuries from the prior quarter, educational information on these topics is provided to groups of employees in the form of five-minute safety talks on topics such as proper lifting techniques, back-injuries, proper handling of insecticides & pesticides, steps to safety, spotting potential hazards, avoiding electrical shocks, slipping and tripping, hearing conservation, and use of hard hats.

### **9.2 Risk Manager**

***Standard:*** There should be an individual with risk management responsibility and authority to carry out the policies established for risk management of the park and recreation agency.

On a countywide basis risk management responsibility is given to the Director of Risk Management Division, General Services Administration Department. The Department has a Safety Specialist 2 position assigned to the Parks Security Office who serves in the capacity of Risk Manager.

The Department Risk Manager has the authority to carry out countywide policies regarding Risk Management. He works closely with the staff of GSA Risk Management Division in inspecting facilities, identifying liability situations and correcting them, educating employees and analyzing risk factors/trends.

## 10.0 Evaluation and Research

### 10.1 Evaluation Analysis\*

**Standard:** There shall be a process for evaluation to assess the outcomes of park and recreation programs, services areas and facilities, completed annually at a minimum and linked to the agency's planning process.

MDPR's Operations division uses several evaluations to assess the quality and effectiveness of the department's services. These include:

- Special Event Evaluation
- Resale Inventory/Sales Evaluation
- Sparkle Tours - to review grounds and facility maintenance
- Duty Officer Facility Evaluation
- Facility and Structural Evaluation
- Customer Satisfaction and Utilization surveys of MDPR programs and services

MDPR's Business Plan also establishes performance measures that are based on the County's strategic plan and are utilized to evaluate operating efficiency and effectiveness. These measures are collected from various divisions through the Active Strategy software and reviewed quarterly by management staff. They are reported to the Office of Strategic Business Management and used to both evaluate and improve performance.

The Property Management section has developed an inspection process for evaluating compliance by lessees. This inspection process is conducted annually. The Contract Management Office conducts annual audits of its Program Partnerships and revenue contracts. The Capital Programs Division is charged with monitoring of all construction and development within MDPR facilities.

The Emergency Operations manual, and all OSHA and Federal Emergency Management Agency guidelines provide the framework for the department's risk management program. Three types of evaluations are conducted as part of the department's risk management program:

- Quarterly Liability Evaluation
- Homeland Security Comprehensive Assessment Module Evaluations
- GSA Risk Management Evaluation

MDPR is committed to maintaining safe parks. The Design and Construction Division conducted Electrical and Structural Safety Survey of all County parks with the help of consulting firms. The safety surveys involved generating an inventory report of all potential electrical safety problems at County parks. All potential safety problems were grouped in one of two categories: 1) eminent hazard to life safety and 2) if not maintained, will become a hazard to life safety. Funding for projects within category 1 has been budgeted, and money for projects in category 2 has been requested for future years.



### 10.1.1 Position Responsibility for Evaluation

**Standard:** There should be specific personnel within the agency responsible for managing the evaluation analysis.

MDPR routinely employs consultants for a variety of projects, including evaluation and research. Recent studies involving consultants include: the Metrozoo Master Plan and a related study of Food Service at Metrozoo; studies of golf and marina services. The Planning and Research Division has also recently contracted with the University of Miami to conduct a comprehensive evaluation of the Department's development process.

MDPR has recently contracted with three firms who will be able to provide consulting services for a period of three years. One firm was specifically selected to perform planning service related to market feasibility studies and evaluation research.

In addition, the department has professional staff that has received extensive training in evaluation procedures. These include not only staff in the Division of Planning and Research, but also in the Operations and Administrative Divisions. Several staff members have recently completed Masters in Public Administration at Florida International University (FIU) and have completed a certificate program at the Institute for Strategic Management, also at FIU. Both programs involve a research component.

The Department is committed to developing recreation programs and services that are grounded in the conceptual foundations of play, recreation and leisure; that meet the needs and desired experiences of participants; that are sustainable through advantageous opportunities within the context of the community; and are framed and supported by a strong shared vision, values and goals.

As such, the Department employs a full time Recreation Program Planner who is a staff member of the Planning and Research Section and works closely with Operations staff that includes Region Managers; Service Area Managers and Park Managers. The Recreation Program Planner is responsible for monitoring and managing the collection, evaluation and analysis of the following:

- existing recreation programs and facilities (county; municipal; private; not-for profits)
- program menus
- program content
- program benefits and outcomes
- county-wide leisure interest survey
- local neighborhood interest survey
- customer satisfaction surveys
- participant satisfaction surveys
- related county, state and national demographic statistics
- recreation trends and best practices
- program cost and cost recovery
- gaps in facility and program delivery
- partnership opportunities

The Recreation Program Planner will also work closely with and provide relevant information so as to inform property acquisition; park planning efforts; use agreements; and the solicitation of proposals for programming services.

## **10.2 Experimental and Demonstration Projects**

***Standard:*** There should be at least one experimental or demonstration project or involvement in some aspect of research, as related to any part of park and recreation operations, each year.

MDPR regularly is developing and testing a wide variety of programs, facility development and procedures.

Primarily, the Planning and Research Division is responsible for the research and testing of projects. Other divisions, such as the Finance Division, who may test new accounting systems; the Operations Management Division, who may test new programs or maintenance methods; and the Office of Performance Review, who may test new forms and procedures; will establish a test area and evaluate effectiveness on a small scale prior to full implementation. On average, MDPR has received 5-10 achievement awards from the National Association of Counties over recent years recognizing innovative programs.

Recent demonstration projects include the "Biscayne Trail" greenway demonstration project, the Larry and Penny Thompson Campground Study, the Camp Owaissa Bauer Plan, the Homestead Navigational Channel Report, the update to the Marina Plan, and the "Dog Recreation Areas" planning policy report discussion of the dog park at Amelia Earhart Park, and the Dehydration project at the Deering Estate which is to be included among the Comprehensive Everglades Restoration expedited projects.

## **10.3 Staff Training for Evaluation of Programs, Services, Areas, Facilities**

***Standard:*** There should be ongoing training opportunities for all personnel of the agency involved in evaluation of programs, services, areas and/or facilities.

MDPR has a strong commitment to providing ongoing training to its employees. This is evidenced through the Human Resources Division's Training Section, the Service Excellence training program, bi-annual in-service training for Summer Program, periodic training in procedures by its Office of Performance Audit, and the Department's support of the County's Tuition Refund Program. Staffs are also sent to seminars or workshops for training not available in-house, and are encouraged to participate in learning opportunities offered by professional organizations associated with the Park and Recreation field. The training calendars document general training; however, there is much additional training specific to the needs of individual divisions.



## 10.4 Quality Assurance

***Standard:*** The agency should monitor and evaluate the quality of its programs, services, areas and facilities from the user's perspective.

MDPR utilizes the Sterling Criteria, a Malcolm Baldrige modeled program that is defined by continuous improvement in its programs, services and processes. MDPR has an extensive Customer Satisfaction Survey program to gauge the success with its programs and services provided to the community. This feedback is utilized to continuously re-evaluate program offerings and services available to the public.

In addition, MDPR conducts Leisure Interest Surveys to insure that services and programs are aligned with the interests and wants of the public. More recently, MDPR has begun a program whereby Park Managers are conducting local neighborhood door to door surveys to get grass roots feedback specifically related to the specific neighborhood or community parks in the area.

STANDARD	DOCUMENT
	<b><u>1. Agency, Authority, Role &amp; Responsibility</u></b>
1.1	<b>Source of Authority</b>
	The Home Rule Amendment & Charter (As amended through 1/29/08)
	Dade County Code - Art. X
	Constitution of the State of Florida
	Chapter 2, Article X, Section 2-85 and 2-86
	Article 7 of MDC - Parks, Aquatic Preserves and Preservation County Charter
	Chapter 25B, Article II, Standards for acceptance of conveyances used for scenic outdoor recreational or park purposes
	Constitution of the State of Florida, Article VIII, Section 11 - Home Rule Charter, Articles 1,3,4,6
	Code of MDC, Chapter 1,2,25B and 26 (26 in file)
1.1.1	<b>Public Authority/Policy Body</b>
	Miami-Dade County Table of Organization
	Home Rule Charter, Article 1 (Get copy from 1.1)
	Home Rule Charter, Article 1, Section 1.08
	Code of MDC - Chapter 2, Rule 4.01
	Code of MDC Chapter 2, Sec 2-1, Rule 2.01 (a) (2) and Rule 4.01
	Committee Structure
1.1.2	<b>Citizen Advisory Boards/Committees</b>
	Ordinance 94-115
	List of Boards/Committees and meeting minutes
	Rules & responsibilities, terms of office
1.1.3	<b>Responsibilities of Approving Authority, Chief Administrator and Staff</b>
	Miami-Dade County Park & Recreation Table of Organization
	AO 3-38
1.2	<b>Jurisdiction</b>
	Map with geographical boundaries of jurisdiction and service areas, including location of facilities
1.3	<b>Mission</b>
1.3.1	<b>Agency Goals and Objectives</b>
	Performance objectives for each organizational component with evidence of annual review and distribution
	Strategy maps
	Business Plan Narrative
	ASE Business Review
1.3.2	<b>Personnel Involvement</b>
	Agenda for Strategic Business Planning Meetings
1.4	<b>Policies, Rules &amp; Regulations, and Operational Procedures</b>
	AO 8-5 - Permission to conduct Private Business on County Property
	AO 8-3 - Special events Permits in Park & Rec Dept Facilities



	AO 3-36 - Programming Partnership
	MDC Procedure Manual and the Parks Manual of Operations Procedures
	Operating Procedure List
1.4.1	<b>Policy Manual</b>
	The Charter and Code of MDC - Chapter 2, Article X
	MDC Procedures Manual Table of Contents
	Chapter 26, P & R Rules and Regulations of the Code (In file already) and the (P & R Manual of Operating Procedures - on the tree) Jon to supply
	Chapter 7 - Regulation of Boats, Docks and Waterways
	Environmental Protection Code - Chapter 24
1.5	<b>Agency Relationships</b>
	Marina MOU
1.5.1	<b>Operational Coordination and Cooperation Agreements</b>
	Program Grants & Capital
	Marina MOU
	WASAD MOU
	Parks Foundation Agreement
	Deering Foundation Agreement
	South Florida Coalition
	Parks School Agreements
	Greater Miami Service Corp
	State/Federal Lease
	<b>2.0 Planning</b>
2.1	<b>Overall Planning Function within Agency</b>
	The curriculum vitae for each of the planning professionals described above as Appendix 2-1
2.2	<b>Involvement in Local Planning</b>
	Interlocal agreements, agendas, minutes and sign-in sheets on records at meetings of the following: Planning Advisory Board, Board of County Commissioners, Community Image Advisory Board, Platting Committee and Evaluation and Appraisal workshops
2.3	<b>Planning with Regional, State, Federal and Non-government Agencies</b>
	A copy of the South Florida Parks Coalition Charter and the current list of government agencies and non-government providers that have signed on to support the Charter.
	Summaries of partnership workshops. 2006 & 2008 Great Parks Summit Programs.
2.4	<b>Comprehensive Plan</b>
	Amendments to the Comprehensive Development Master Plan (CDMP). See Appendix 2-2
	MDC P & R and Open Space Master Plan, February 19, 2008, Amendments to the Recreation and Open Space element of the Comprehensive Development Master Plan, April 2009 Cycle.
2.4.1	<b>Trends Analysis</b>
	Section 4 Needs Assessment of the 2009 Recreation Program Plan

2.4.2	<b>Community Assessment</b>
	Section 2 (Context) of the 2009 Recreation Program Plan, Neighborhood Assessments/Analysis
2.4.3	<b>Community Inventory</b>
	Section 3 (Inventory and Analysis) of the 2009 Recreation Program Plan and Gap Analysis
2.4.4	<b>Needs Index</b>
	Leisure Interest Survey; Neighborhood Assessment Surveys
2.5	<b>Feasibility Studies</b>
	Examples of feasibility studies - List & examples
2.6	<b>Strategic Plan</b>
	Strategic Plan: Business Plan(s) - Elaine - on tree
	Business Planning Meeting
	ASE Business reviews
	CDMP
2.7	<b>Site Plans</b>
	Examples of Planning Program Plans - Doc and PRESENTATION
2.8	<b>Historical, Cultural and Natural Resource Management Plan</b>
	Natural Areas Management Plan
	Comprehensive Resource Management Plans
	Heritage Park Resolution
	2007 MDC P & R and Open Space System Master Plan - PRESENTATION
2.9	<b>Community Involvement</b>
	Leisure Interest Survey; Agendas, public meeting announcements, copies and mail-outs
	Neighborhood Planning Initiatives, focus groups and surveys
	<b>3.0 Organization and Administration</b>
3.1	<b>Organizational Structure</b>
	MDPR Table of Organization
3.1.1	<b>Statement of Purpose for Each Organizational Component</b>
	Functional TO
3.2	<b>Administrative Policies &amp; Procedures</b>
	Operating Procedures
3.2.1	<b>Administrative Offices</b>
	Bldg Floor Plan
3.2.2	<b>Support Services</b>



	Administration TO
	Planning & Development TO
3.3	<b>Communication System</b>
	Provide a communication matrix illustrating how internal and external communications are managed by the agency
3.4	<b>Process for Public Information, Community Relations, Marketing</b>
	Samples of news releases
	Samples of marketing materials
3.4.1	<b>Public Information Statement</b>
3.4.1.1	<b>Public Information and Community Relations responsibility</b>
	Position description for marketing and public relations chief
3.4.2	<b>Community Relations Plan</b>
3.4.3	<b>Marketing Plan</b>
	Plan and latest evaluation
3.4.3.1	<b>Marketing Position Responsibility</b>
	Position description that includes responsibility for marketing
3.5	<b>Management Information System</b>
	Examples of use of management information system, such as recent statistical and data summaries (Financial management report - ASE)
3.5.1	<b>Application of Technology</b>
	IT Plan/Needs assessment - Resource Plan
3.6	<b>Records Management Policy &amp; Procedure</b>
	Florida Statutes - Section 119.011 (1)
	Florida Dept of State - Division of Library and information Services - Florida Statutes 257
	<b>Operating Procedures</b>
3.6.1	<b>Records Disaster Mitigation &amp; Recovery</b>
	COOP Plan
	<b>4.0 Human Resources</b>
4.1	<b>Personnel Policies &amp; Procedures Manual</b>
	MDC P & R Department Operations Manual
4.1.1	<b>Code of Ethics</b>
	Dept. Code of Ethics, Section 2-11.1 of the Code of MDC (Conflict of Ethics Ordinance)
	AO 7-1

	Handout - Ethics Awareness - State and County Laws
	Ethics Officer is the training and development Manager
4.1.2	<b>Recruitment Process</b>
	AO 7-21
4.1.3	<b>Equal Employment Opportunity &amp; Workforce Diversity</b>
4.1.4	<b>Selection Process</b>
4.1.5	<b>Background Investigation</b>
	Chapter 26, Section 39, Paragraph A of MDC P & R Rules & Regulations
	Sample background checks
4.1.6	<b>Employee Benefits</b>
	Employee benefits plan
4.1.7	<b>Supervision</b>
4.1.8	<b>Compensation</b>
	AO 7-19
	Compensation plan and evidence of its annual review
4.1.9.	<b>Performance Evaluation</b>
	AO 7-19
	Procedures and a sample of completed performance evaluations without identifying personal information
4.1.10	<b>Promotion</b>
	AO 7-21
4.1.11	<b>Disciplinary System</b>
	AO 7-3
	Chapter VIII of the Personnel Rules
4.1.12	<b>Grievance Procedures</b>
	AO 7-18
	AO 7-3
	AO 7-19
	AO 7-31
4.1.13	<b>Termination &amp; End of Employment</b>
	Section 2-47 of the Code of Metropolitan Dade County Statutes
	AO 7-3
	County Personnel Rules - Chapter VIII, Section 7
4.2	<b>Staff Qualifications</b>
	List professional staff with the responsibilities and qualifications.



4.3	<b>Job Analysis &amp; Job Descriptions</b>
	Job description for a full-time, part-time, temporary and internship position, if applicable, and an example of a job analysis
4.4	<b>Chief Administrator</b>
	Director Resume
4.5	<b>Physical Examination</b>
	AO 7-27
4.5.1	<b>Workforce Health &amp; Wellness</b>
	Provide evidence of the agency's health and wellness program and employee participation
4.6	<b>Orientation Program</b>
	Employee Relations Dept. Training Topics - under Supervisor Certification Program
4.6.1	<b>In-Service Training Function</b>
4.6.2	<b>Employee Development</b>
	Examples of how the agency supports employees development
4.6.3	<b>Succession Planning</b>
	Succession plan
4.6.4	<b>Professional Organization Membership</b>
	List of professional personnel and the professional organization(s) in which they are a member, indicate nature of participation
4.7	<b>Volunteer Management</b>
	Chapter 26, Section 39 - Background Check
	Volunteer Manual
4.7.1	<b>Utilization of Volunteers</b>
	Provide a list of functions in which agency volunteers are utilized the extent of such utilization and examples of volunteer position descriptions
4.7.2	<b>Recruitment, Selection, Orientation, Training and Retention</b>
	Volunteer Manual
4.7.3	<b>Supervision and Evaluation</b>
	Description of the monitoring system including current practices for supervisory visits and examples of completed evaluations
4.7.4	<b>Recognition</b>
	List of volunteer recognition
4.7.5	<b>Liability Coverage</b>
4.8	<b>Consultants &amp; Contract Employees</b>
	AO 7-35

	Chapter 26, Section 39 and Resolution 71-05
	AO 3-39
	<b>5.0 Financial Management</b>
<b>5.1</b>	<b>Fiscal Policy</b>
	Miami Dade Code, Article X - P & R Section 2-85 and 2-86
	Article 4, Section 4.03 of the Home Rule Charter
<b>5.1.1</b>	<b>Fees &amp; Charges</b>
	Section 4.02 of the MDC Home Rule Amendment
	Chapter 26 of the Code of MDC Administrative Order 4-119
<b>5.1.2</b>	<b>Acceptance of Gifts &amp; Donations</b>
	MDC Procedures Manual - Page 330 Gift/Donations to the County
	AO 1-3
	Dept. Operating Procedures Manual "Gifts & Donations", Section 6.150
<b>5.1.3</b>	<b>Governmental Grants</b>
	Procedures Manual
	Grant Report
	Legislative Agenda
	Funding opportunities/report by capital
	Matrix
<b>5.1.4</b>	<b>Private, Corporate &amp; Non-Profit Support</b>
	Provide a procedure along with a summary of private, corporate and non-profit support received by the agency for the past five years including identification of the following: Project descriptions, grantor/sponsor, date awarded, value of the contribution and applicable recognition
<b>5.2</b>	<b>Fiscal Management Procedures</b>
	Automated Budget Development System User's Manual
	Resource Allocation Manual Fiscal Year 2009-2010
	Internal Budget Preparation Guidelines
<b>5.2.1</b>	<b>Authority &amp; Responsibility for Financial Management</b>
	Approved Budget Ordinance
<b>5.2.2</b>	<b>Purchasing Procedures</b>
	AO 3-38
	Operating Procedures Manual "Requisitions" Section 5.001
	Small Purchase Orders - Section 5.002
	Planned Purchases - Section 5.004
	Monitoring & Reporting Vendor Performance - Section 5.014
	Bid Review - Section 5.020
	Bid Award Recommendation - Section 5.021
<b>5.2.2.1</b>	<b>Emergency Purchase Procedures</b>
	MDC "Procurement Guidelines on Page 28 (New version Pages 39-41)



5.3	<b>Accounting System</b>
	Famis Manual
5.3.1	<b>Financial Status Reports</b>
	Three months financial status reports
5.3.2	<b>Position Authorization</b>
	Position authorization procedures and budgeted positions - ABDS Summary of Pos.
5.3.3	<b>Fiscal Control and Monitoring</b>
	Fiscal control and monitoring procedures
5.3.4	<b>Independent Audit</b>
	Response to the audit recommendations
5.4	<b>Annual Budget</b>
	AO 3-1
	Budget Ordinance
5.4.1	<b>Budget Development Participation</b>
	Schedule of budget prep meetings - Agenda
5.4.2	<b>Budget Recommendations</b>
	Examples of agency recommendations and evidence of their consideration in the budgeting process
	Samples of original budget proposal
5.5	<b>Budget Control</b>
5.5.1	<b>Supplemental/Emergency Appropriations</b>
	AO 3-1
5.5.2	<b>Inventory &amp; Fixed Assets Control</b>
	AO 8-2
	"Use, Care, Control and Disposal of Capital Equipment" Section 4.110
	<b>6.0 Programs and Services Management</b>
6.1	<b>Recreation Programming Plan</b>
	Recreation Programming Plan
6.1.1	<b>Program &amp; Service Determinants</b>
	Provide documentation and examples demonstrating that the five determinants are used in determining programs and services - Needs Assessment Section
6.1.2	<b>Participant Involvement</b>
	Describe the process and provide examples of how the agency obtains and utilizes participants input - Needs assessment section

6.1.3	<b>Self-Directed Programs &amp; Services</b>
	Provide examples of how the agency provides self-directed recreation opportunities, including a list of such opportunities.
6.1.4	<b>Leader-Directed Programs and Services</b>
	Provide examples of how the agency provides leader-directed recreation opportunities, including a list of such opportunities
6.1.5	<b>Facilitated Programs &amp; Services</b>
	Provide examples of how the agency provides facilitate recreation opportunities, including a list of such opportunities.
6.1.6	<b>Fee-Based Programs and Services</b>
	Fee Schedule - RMS Category of services
6.1.7	<b>Cooperative Programming</b>
	School Agreement
	Programming Partnership Agreement
6.2	<b>Objectives</b>
	Objectives for programs or services - Goals, Strategies Action & Measures
	Scorecards - Recreation, Operations, Zoo & Deering
6.3	<b>Program Evaluations</b>
	Customer Satisfaction Surveys Samples
6.4	<b>Outreach to Underserved Populations</b>
6.5	<b>Scope of Program Opportunities</b>
	Matrix of programs by fields, demonstrating clearly how the agency provides for opportunities for various proficiency levels, socio-economic levels, racial and ethnic backgrounds, ages and genders.
6.6	<b>Selection of Program Content</b>
	List of program activities and describe how individual and cultural interests were considered.
6.7	<b>Community Education for Leisure</b>
	Open Space Master Plan Speakers Bureau
6.8	<b>Program and Services Statistics</b>
	Scorecards
	<b>7.0 Facility and Land Use Management</b>
7.1	<b>Acquisition of Park &amp; Recreation Lands</b>
	Miami-Dade County Park & Recreation Dept. Land Acquisition Procedures
	The Florida State Statute (Chapter 125)
	Chapter 11, Article VIII of the Florida Statutes
	MDC Charter, Article 1, Section 1.01 (A) (7)
7.2	<b>Development of Areas and Facilities</b>



	Application No. 8 Countywide
	Chapter 163 of the Florida Statutes
	Chapter 23A-1 of the MDC Code addressing the Comprehensive Development Master Plan
7.3	<b>Defense against Encroachment</b>
	Article 7 of the MDC Charter
7.4	<b>Disposal of Lands</b>
	Code of Miami-Dade County, Article 7
	Article 7 of the MDC Charter
7.5	<b>Maintenance &amp; Operations Management Plan</b>
	Program Maintenance Plan
7.5.1	<b>Facility Legal Requirements (see 7.6.1 of previous year)</b>
	Provide a list of facilities, including date of last review and inspection
7.5.2	<b>Preventive Maintenance Plan</b>
	Program Maintenance Plan
7.5.3	<b>Recycling</b>
	Certification for Green Marina Designations - Green Team Scorecards
7.6	<b>Fleet Management Plan</b>
	MDC GSA Reporting Portal Fleet Report
	MDC P & R Preventive Maintenance Inspection Report Form
	Heavy & Light Equipment with over 100,000 miles report
	Department Vehicle requests - Procedure No. 803
	Vehicle Retirement & replacement Policy & Procedure - Procedure No. 803b
7.7	<b>Agency-Owned Equipment and Property</b>
	Administrative Order No. 8-2
7.8	<b>Natural Resource Management &amp; Environmental Stewardship</b>
7.9	<b>Environmental Sustainability</b>
	MDC Resolution (R-1200-05 and R1309-07) and Implementing AO 8.8
	Sustainability Plan
7.10	<b>Maintenance Personnel Assignment</b>
7.11	<b>Capital Asset Depreciation &amp; Replacement</b>
	Capital assets depreciation and replacement schedule
	<b>8.0 Public Safety, Law Enforcement and Security</b>
8.1	<b>Laws &amp; Ordinances</b>

	Chapter 26 of MDC Code
8.2	<b>Authority to Enforce Laws by Law Enforcement Officers</b>
	MDC Code (Ordinance No. 81-5)
8.3	<b>Law Enforcement Officer Training</b>
8.4	<b>Public Safety and Law Enforcement role of Agency Staff</b>
8.4.1	<b>Staff Liaison to Law Enforcement Officers</b>
8.4.2	<b>Public Safety and Law Enforcement In-Service training for staff</b>
	Course outline/curriculum for their training.
8.4.3	<b>Handling of Disruptive Behavior</b>
	P & R Rules and Regulations, Chapter 26 of the MDC Code
	AO 8-3 - Section 1
8.4.4	<b>Traffic Control, Parking Plans &amp; Crowd Control</b>
	Sample traffic plan
8.4.5	<b>Handling of Evidentiary Items</b>
8.5	<b>General Security Plan</b>
	Security Plan
8.6	<b>Emergency Management Plan</b>
	Emergency Operations Manual
8.6.1	<b>In-Service Training for Agency Staff</b>
	In-service training program on general security and emergency management.
	Attendance Roster
<b>9.0 Risk Management</b>	
9.1	<b>Risk Management Plan</b>
	Safety Procedures
9.1.1	<b>Statement of Policy</b>
	Safety & Loss Prevention - AO No. 7-14
9.1.2	<b>Risk Management Operations Manual</b>
	Provide the risk management operations manual and demonstrate how employees of all levels are made aware of the aspects pertinent to their responsibilities
9.1.2.1	<b>Accident &amp; Incident Reports</b>
	Claim Summary Analysis on Location - General Liability



	Claim Summary Analysis on Location - Workers Comp
9.1.3	<b>Personnel Involvement and Training</b>
9.2	<b>Risk Manager</b>
	Safety Office Job Description
	<b>10.0 Evaluation and Research</b>
10.1	<b>Evaluation Analysis</b>
	Sparkle tour reports
	Camp Survey Results
	Permit Performance evaluation
10.1.1	<b>Position Responsibility for Evaluation</b>
	Studies and consultant contract will be available on site
10.2	<b>Experimental and Demonstration Projects</b>
	Example demonstration project
10.3	<b>Staff Training for the Evaluation of Programs, Services, Areas and Facilities</b>
	Example training curriculum outline
10.4	<b>Quality Assurance</b>
	Examples of Leisure Interest Surveys
	Examples of Customer Satisfaction Surveys